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ABSTRACT

A task force was appointed to measure user satisfaction with library services, establish a university libraries' service excellence philosophy and policy, bring the service excellence concept to the attention of every library employee, and recommend approaches for recognizing outstanding staff service. The members of the task force--two library faculty members, two professional staff members, and three classified staff members--developed a survey to measure user satisfaction with the library services. The final report of that survey makes up the major part of this report. It includes tabulated data and barcharts for each library unit and for the university libraries as a whole, as well as discussions of problems with the survey methodology and results, suggestions for further analysis, and recommendations for strategies for future evaluations of user satisfaction. A second section of the report presents the service philosophy and service statements developed by the task force. The report concludes with recommendations for a staff recognition and incentive program, a 35-item bibliography, and some thoughts on the importance of a service excellence attitude even in times of reduced and restrictive budgets. The questionnaire for the user survey is appended. (MAB)

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REPORT OF THE SERVICE EXCELLENCE TASK FORCE

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UNIVERSITY LIBRARIES

STATE UNIVERSITY OF NEW YORK AT BUFFALO

JANUARY, 1991

Task Force Members:

Judith Adams

Joan Halstead

Cindy Hepfer, Chair

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REPORT OF THE SERVICE EXCELLENCE TASK FORCE
UNIVERSITY LIBRARIES
STATE UNIVERSITY OF NEW YORK AT BUFFALO
JANUARY, 1991

EXECUTIVE SUMMARY

In mid-1989, Robert J. Wagner, Vice President for University Services at the State University of New York at Buffalo, outlined a Service Excellence Program for the numerous service units at UB. As director of one of the university's largest service units, Barbara von Wahlde, Associate Vice President for University Libraries, appointed a Service Excellence Task Force to measure user satisfaction with library services, establish a University Libraries' Service Excellence philosophy and policy, bring the Service Excellence concept to the attention of every library employee, and recommend approaches for recognizing outstanding staff service. The Task Force, comprised of two library faculty members, two professional staff members, and three classified staff members, worked from February 1990 through January 1991 to complete these charges.

The Task Force's greatest challenge was to measure user satisfaction with library services prior to the imminent implementation of the integrated online library system, BISON. A two-page survey form was developed and distributed to 10,000 library patrons over a three day period in April, 1990. Just over 6,000 useable survey forms were returned. The data was compiled with the assistance of a faculty member and graduate student in the School of Information and Library Studies. The final report of the survey comprises the majority of this Service Excellence Report. Tabulated data and barcharts are presented for each library unit and for the University Libraries as a whole. Sections discussing problems with the survey methodology and results, providing suggestions for further analysis, and recommending strategies for future evaluations of user satisfaction are also included.

A second section of the report presents the Philosophy of Service and Service Policies statements developed for the University Libraries by the Task Force. These documents are intended to provide an effective and concise statement of our shared values and the means by which we try to achieve and maintain them. The Task Force also recommends a number of ways to promulgate these statements to the staff and to the academic community.

The report concludes with recommendations for a staff recognition and incentive program, a bibliography, and some thoughts on the importance of a Service Excellence attitude even in times of reduced and restrictive budgets. The Task Force urges library administration to set priorities and directions for the Libraries within the context of Service Excellence.

TABLE OF CONTENTS

THE SERVICE EXCELLENCE PROGRAM

Background 1
Task Force Membership and Charge 3

UNIVERSITY LIBRARIES 1990 USER SURVEY

Planning and Developing the Survey Instrument 5
Administration of the Survey 7
Compilation of Survey Data 7

RESULTS OF THE 1990 UNIVERSITY LIBRARIES USER SURVEY

Introduction 10
University Libraries Summary Count and Barcharts 11
Architecture & Planning Library Summary Count and Barcharts 12
Chemistry/Mathematics Library Summary Count and Barcharts 13
Health Sciences Library Summary Count and Barcharts 14
Law Library Summary Count and Barcharts 15
Lockwood Library Summary Count and Barcharts 16
Music Library Summary Count and Barcharts 17
Capen Libraries Summary Count and Barcharts 18
Number of Surveys Returned Each Day 19
Written Comments on Survey Forms 20
Analysis of the User Survey 23
Problems with the Survey Methodology and Survey Results 29
Suggestions for Further Analysis 30
Costs of the Survey 31
Recommendations for Future Evaluations of User Satisfaction 32

SERVICE EXCELLENCE PHILOSOPHY AND POLICIES STATEMENTS

Introduction 34
Philosophy of Service 36
Service Policies 37
Promulgating the Service Excellence Philosophy/Policies 39
Other Consciousness Raising Techniques 40
Staff Recognition and Incentive Programs 41
    Incentives 41
    Recognition/Rewards 42

CONCLUSION 43

SELECTED SERVICE EXCELLENCE BIBLIOGRAPHY 44

APPENDIX I: THE SURVEY FORM

THE SERVICE EXCELLENCE PROGRAM
BACKGROUND

On August 1, 1989, Robert J. Wagner, Vice President for University Services at the State University of New York at Buffalo and the executive officer to whom the University Libraries report, held his first Service Excellence Assembly for key administrators from the vast array of service units at UB. At that first Assembly, Mr. Wagner outlined a Service Excellence Program. He expressed his expectations for the next several years as follows:

.Developing a service strategy in all areas of University Services.

.Encouraging all managers to model service excellence.

.Placing "service" on everyone's agenda.

.Recruiting, hiring, training, and promoting with service as an important ingredient.

.Ensuring that available services are clearly communicated to customers.

.Measuring services and communicating the results.

Mr. Wagner explained why University Services is concerned about service excellence. The State University of New York at Buffalo's goal is to strengthen its role as a significant research institution. In order to progress even farther and develop into a leading public research institution, the University needs increased cooperation, effort, productivity, interest, and enthusiasm from every employee. Mr. Wagner pointed out that University Services' customers include everyone we serve, whether they are persons on the other side of a service desk, individuals on the phone, or colleagues we work with daily.

In December 1989, Mr. Wagner again convened the Service Excellence Assembly and had his five Associate Vice Presidents and the Director of Internal Audit set an example by signing a "Commitment to Service Excellence" document which describes the spirit of the service excellence program in the following manner:

> University Services is committed to supporting the teaching, research, and public service missions of the State University of New York at Buffalo by providing consistent quality service to all our customers.

> Service Excellence requires the dedicated effort of all employees: it is truly a team performance. Management must set the example and must: involve employees in the decision-making process, recognize outstanding effort by employees, allow for innovation and experimentation, and provide the training and 'tools' to make a difference.

Another effort Mr. Wagner has made to involve staff in the Service Excellence Program firsthand, and to obtain feedback from them, is to hold periodic Service Excellence breakfasts with a dozen or so staff from all units and levels of University Services. This consultative management style conveys the message that every employee's involvement and role in the Program is important.

Barbara von Wahlde, Associate Vice President for University Libraries, also held a series of Service Excellence breakfasts. These provided the Libraries' administration with feedback on the quality of worklife in our units and ideas for improving library services.

Additionally, Ms. von Wahlde appointed a Service Excellence Task Force to follow through on points in Mr. Wagner's Program, as outlined above. Ms. von Wahlde was especially concerned with measuring user satisfaction with library services, establishing a University Libraries' Service Excellence philosophy and policy, putting Service Excellence on everyone's agenda, and recommending approaches for recognizing excellence by the staff for increased effort and productivity.

TASK FORCE MEMBERSHIP AND CHARGE

In December 1989, Barbara von Wahlde named seven staff members from the University Libraries to a Service Excellence Task Force. The seven staff members were:

Gemma DeVinney, Head of Bibliographic Instruction, Lockwood Library*
Joan Halstead, Clerk II, Central Technical Services
Cindy Hepfer, Head of Serials and Bindery, Health Sciences Library
Ken Hood, Staff Development Officer, University Libraries' Director's Office
Glendora Johnson-Cooper, Assistant Librarian, Undergraduate Library
Michael Kankiewicz, Clerk I, Science and Engineering Library
Mary Ann Wachowiak, Clerk III, Law Library

* Gemma DeVinney resigned from the Task Force and was replaced on February 1, 1990, by Judith Adams, Director of Lockwood Library.

Thus the Task Force, composed of two librarians, two professional staff members, and three clerical staff members, represented a cross-section of the staff of the University Libraries. The Task Force members selected Cindy Hepfer as Chair.

The first meeting of the Service Excellence Task Force took place on December 17, 1989. That meeting was attended by a consultant from the Association of Research Libraries, Jeffrey Gardner. Mr. Gardner had come prepared to develop a draft for a service excellence measurement project and a charge for the Task Force.

Mr. Gardner's suggested service assessment projects were a materials availability study, an interlibrary loan delay analysis study, or an importance-success survey of the faculty. Task Force members expressed concern about our own lack of expertise in research methods, the brief time frame in which the work was to be accomplished, the lack of available human and monetary resources, and the spare amount of time Task Force members had available in their work schedules to devote to the important work of the Task Force. The group further expressed concern that the suggested service assessment projects were all very narrow, each focusing on only one aspect of library service. Task Force members expressed a preference for creating a clearinghouse of service excellence information, for developing a model structure for defining service excellence goals, and for developing a research agenda which would include user satisfaction measurement and library service assessment projects.

Further discussions with Ms. von Wahlde and the Management Advisory Group (MAG), made it clear that one of the charges of the Task Force had to be to provide Library Administration with base-line service information in the pre-BISON environment. Hence, the following charges for the Task Force were created and given to the Task Force in a document dated February 1, 1990:

1) Develop and apply evaluation instruments which measure the services to and satisfaction levels of our primary users.

2) Draft a service policy and philosophy and recommend ways these should be promulgated.

3) Recommend ways to approach the staff and raise their consciousness across the system on the service excellence philosophy.

4) Recommend staff recognition and incentive programs.

THE UNIVERSITY LIBRARIES 1990 USER SURVEY

PLANNING AND DEVELOPING THE SURVEY INSTRUMENT

Since the implementation of BISON (Buffalo Information System Online) was planned for August 1990, Barbara von Wahlde requested that the Service Excellence Task Force develop and conduct a survey of satisfaction levels of the primary users of the University Libraries facilities and services which would be administered prior to the appearance of the BISON online catalog. The results could then be used as base-line data to be compared with a similar survey to be conducted at a future date when the user community is familiar with the BISON system and all facets of the system are operational.

The need to develop and conduct a user survey before the close of the Spring Semester, 1990, severely limited the Task Force's ability to consider the types of information to be addressed and to design a scientifically valid, pre-tested survey instrument. Following receipt of the Task Force's charge on February 1, 1990, the Task Force began the process of developing the survey instrument by consulting with Dr. William McGrath of the School of Information and Library Studies on February 2, 1990. It was decided that in order for a survey to accurately reflect user satisfaction with the Libraries prior to implementation of BISON, the survey would have to be administered no later than mid-April, before the end of classes and prior to examinations in the professional schools. Dr. McGrath outlined the steps in the process of developing a user satisfaction measurement tool and stressed that within such a short time period, it would be necessary for a staff member with extensive research skills to devote full time to the project for the available six to eight weeks. Critical aspects of the measurement instrument outlined by Dr. McGrath included determination of the "unit of analysis," identification of variables, production of data in a measurable, analytical form, and randomness of data collection. No one on the Task Force could be freed from regular duties in order to be assigned to this project. (The University Libraries were preparing to implement BISON and several members of the Task Force were heavily involved in either technical or public implementation of the system. Another Task Force member was serving as the University's "loaned executive" to United Way.)

Thus the Task Force decided to develop, as a group, as simple a survey instrument as possible which would address clearly focused areas of investigation. Overall priorities would be the measurement of satisfaction levels with services and facilities which would be most affected by the impending implementation of BISON, an analysis of patterns of information seeking behavior which could be altered by BISON, snapshot data on the use of and satisfaction with various services in each unit, and an overall picture of satisfaction with the University Libraries in the pre-automation environment.

The Task Force consulted the professional literature and examined user survey forms generated by several other academic research libraries. The Task Force then determined the questions to be included in order to generate the information needed to measure satisfaction levels and use patterns. It was decided that a successful instrument could be no longer than approximately ten questions printed on both sides of a single sheet of paper. In order to solicit information and data which would be an accurate reflection of library use on specific days, the Task Force decided that users participating in the survey would be asked to answer all survey questions in terms of the specific visit to the library during which they responded to the survey. The questions addressed to users relate to:

.Library visited and length of stay
.Primary reason for visiting the library
.Research tools used to identify materials or information
.Time needed to identify materials or information
.The identification of materials located in another UB library
.Types of materials used or borrowed
.Levels of success in finding needed materials/information
.Time needed to find materials/information
.Services used and level of satisfaction
.Status of the user
.Adequacy of hours
.Overall level of satisfaction with this visit to the library.

A draft survey instrument was considered by MAG and staff of several library units. Suggestions were incorporated and a final instrument was developed. A copy of the survey is included in Appendix I of this report.

The dates of April 17, 18, and 19 were chosen as the days when the survey would be conducted in all units of the University Libraries. Based on attendance levels in the libraries during these dates in previous years, ten thousand copies of the survey form and cover sheet were prepared by the Central Technical Services staff. Barbara von Wahlde sent a memo announcing the survey to all deans and department heads at the University. A notice announcing the purpose, dates, and times of the survey was submitted to and appeared in two campus newspapers, The Spectrum and the Reporter. Notices were placed at the entrances to all library units.

ADMINISTRATION OF THE SURVEY

University Libraries staff members volunteered to hand out survey forms to users entering all units of the Libraries during the following designated time periods:

Tuesday, April 17:	8:00 AM - Noon
Wednesday, April 18:	Noon - 5:00 PM
Thursday, April 19:	5:00 PM - 9:00 PM

Volunteers, who included the Associate Vice President, members of the administrative staff, unit heads, librarians, support staff and student assistants, attempted to offer a survey form to every person entering the libraries. In the larger units, two or more staff members disseminated the surveys during the designated periods. Most volunteers devoted at least an hour to disseminating survey forms, and many participated for several hours. The Task Force and the University Libraries are grateful for their assistance. Most volunteers enjoyed the experience of direct contact with library users.

Large boxes for the return of survey forms were situated near the exits in each library unit. In order to encourage library users to participate and complete the survey form, the University Libraries offered two $50.00 University Bookstore gift certificates to be awarded in a drawing to two persons submitting survey forms. To ensure confidentiality, each survey form included a detachable cover sheet which briefly described the reason we were conducting the survey and provided a space for the survey participant's name, address, and telephone number. These cover sheets were printed on green paper, while the survey forms were printed on yellow. The forms were color coordinated with return boxes at the exits. The winners of the Bookstore certificates were Angela Martello and Robert Wilson, whose names were randomly drawn from all of the returned cover sheets.

COMPILATION OF SURVEY DATA

Once the surveys were all returned, they were sorted by library unit and date. It was immediately noted that users had frequently checked off not only the library unit in which they completed the survey, but also the names of all library units they frequent! In many cases, no dates or wrong dates were also given. Thus it was necessary to keep the forms batched by unit and date on which the survey was administered.

The next hurdle for the Task Force was to figure out how to compile the data and who would do this immense amount of work. At the time, we estimated that we had received back some 6000 of the 10,000 surveys we distributed. The Task Force discussed creating a database, but we immediately recognized that no one on the Task Force had time to spare for either database creation or input. Barbara von Wahlde communicated that available funds were very limited. Glendora Johnson-Cooper suggested that we might be able to recruit a library school (SILS) student to create a database and do input as a part of an independent study. Thus, Glendora and Cindy Hepfer made an appointment with Dr. William McGrath at SILS to discuss options for compiling the data.

Dr. McGrath pointed out that since the survey had not been as scientific as he originally anticipated, we might not be able to obtain from the data all of the information we had intended. However, he suggested that a spreadsheet offered us more flexibility than did a database. In particular he recommended an inexpensive spreadsheet called As-Easy-As. Dr. McGrath also helped the Task Force recruit Annette Williams, a SILS student, to create the spreadsheet, handle input, and analyze the data. After the end of the Spring semester, Annette registered for a 3-credit (120 hour) independent study and consulted with Dr. McGrath about creation of the spreadsheet. It should be noted that Annette was also working 40 hours per week during the summer as a student assistant at the Health Sciences Library (HSL). Dr. McGrath spent the summer in Massachusetts working on a book.

By early July, Annette and Dr. McGrath (in Massachusetts) had completed a spreadsheet program and were ready for Annette to begin input. At the request of the Task Force, Annette input the data from the Chemistry/Math Library (CML) first, in order to extrapolate the amount of time that would be required to input 6,000 survey forms. After this test it was obvious that Annette would require assistance in order to complete input and have time left in her 120 hours to do data analysis. At this point, the Task Force requested funding from the Associate Vice President to hire a student to do data entry. We were given $500 and set about recruiting a student to work for minimum wage. Cindy Hepfer, as Task Force Chair, hired Zukiflee Mohammed, a student with previous spreadsheet experience. Zukiflee, who was at the time enrolled in two courses, worked some 20 hours per week through July and August in order to complete data entry. The total number of useable survey forms turned out to be 5013, lower than our original estimate, but still higher than 50% return rate. In addition, Zukiflee also manually compiled comments noted by survey respondents.

Unfortunately by the time data entry was completed, the Fall semester was already underway. Dr. McGrath returned to the campus and met with the Task Force to show us the types of information we would be able to get from the surveys. He had transferred the spreadsheet tabulations into SPSS (Statistical

Package for the Social Sciences) and had run various statistical reports using the data from CML. The information was very interesting, but he noted that Annette would run out of time in her independent study long before the data analysis would be completed, and someone on the Task Force would have to complete the work. Since no one on the Task Force was familiar with either the spreadsheet program or SPSS, and since once again no one could be freed from his/her regular workload, we requested that Dr. McGrath direct Annette to simply tabulate the data from all library units and provide the Task Force with bar charts depicting responses to the questions. We noted that any further work with SPSS would have to be done at some future date by someone with knowledge of spreadsheets and SPSS. We decided that we would request the University Archives to hold not only our final report, but also, for a period of time, the data disks in order to accomodate this notion.

Since Annette was now embarked on a new semester, carrying several courses and a 20-hour per week workload at HSL, she had very limited time in which to work on the report. However, over the Fall semester, Annette did manage to tabulate the data from each library unit, and she produced the requested bar charts. As the Task Force proofread the data and bar charts, we found problems which had to be addressed and corrected. Final work on compilation of the survey data was not completed until after the Christmas break. The Task Force would like to note that although the compilation process was painfully slow, Annette nevertheless went far beyond the 120 hours required of the 3-credit independent study. In essence, she donated signigicant volunteer service. The Task Force is very grateful to Annette Williams, Zukiflee Mohammed, and Dr. William McGrath for all of their assistance in producing the results of the University Libraries 1990 User Survey.

Despite all of the limitations related to the development, administration, and compilation of the results of the user survey, the Task Force is confident that the results represent important "base-line" data depicting use of and satisfaction with the University Libraries in the pre-automation environment. We also believe that the survey itself made our users aware that we appreciate their feedback on our services and facilities.

RESULTS OF THE 1990
UNIVERSITY LIBRARIES USER SURVEY

INTRODUCTION

In this section of the Service Excellence Report, the Task Force provides the Libraries' administration and staff with the following:

1) Counts of answers to the survey questions. Percentages, rounded to the nearest whole percent, are included. Due to rounding, in some cases, totals may not equal 100 percent. In a couple of instances, where percents were less than .01, but were more than zero, they have been given as 1% in order to acknowledge a response.

2) Bar charts visually depicting the counts of answers to the survey questions.

3) An analysis of the answers to the survey questions. Percentages in this section have been carried out to the nearest tenth. Therefore, percentages may vary a little from those given in the report of the counts.

UNIVERSITY LIBRARIES
SUMMARY COUNTS AND BARCHARTS
1990 USER SURVEY

Total number of useable surveys returned: 5013

1. What was your primary reason for visiting this library today?

Use research tools:	1318(26%)
Quiet study:	2914(58%)
Borrow/use library materials:	1316(26%)
Use photocopy machine	845(17%)

2. What research tools did you use to IDENTIFY the materials or information you needed?

Card catalog:	1526(30%)
Computer:	1000(20%)
Printed index/abstract:	501(10%)
Reference book(encyclopedia, etc.):	693(14%)
Reference Librarian:	641(13%)

3. Did your search identify any materials located at another UB library?

Yes:	1106(22%)

4. What types of materials did you USE OR BORROW?

Periodicals/journals/magazines:	1628(32%)
Government documents:	242(5%)
Audiovisuals:	169(3%)
Books:	1877(37%)
Microforms:	242(5%)
Newspapers:	347(7%)

5. Did you FIND the materials or information you needed in the library today?

All:	1386(28%)
Some:	1503(30%)
None:	245(5%)
No response:	1879(37%)

Total: 5013

6. Indicate those services you used during your visit today and your level of satisfaction with each service used. Indicate all that apply and place a checkmark under the appropriate column.

		SATIS.	DISSAT.
Circulation:	1227(24%)	1124(92%)	103(8%)
Reserve:	720(14%)	648(90%)	72(10%)
Reference desk assistance:	1033(21%)	955(92%)	78(8%)
Computer search:	889(18%)	773(87%)	116(13%)
Interlibrary loan:	369(7%)	304(82%)	65(18%)
Card catalog:	1307(26%)	1137(87%)	170(13%)
Microform equipment:	465(9%)	385(83%)	80(17%)
Self-service photocopier:	1033(21%)	759(73%)	274(27%)
Photocopy service:	999(20%)	773(77%)	226(23%)
Media/audiovisual services:	384(8%)	321(84%)	63(16%)
Typewriters/word processors:	439(8%)	318(72%)	121(28%)
Seating:	2364(47%)	2078(88%)	286(12%)

7. Overall, how satisfied do you feel about your trip to this library today?

Very satisfied:	1388(28%)
Satisfied:	2879(57%)
Dissatisfied:	308(6%)
Very dissatisfied:	84(2%)
No response:	354(7%)

Total: 5013

8. Please indicate your status:

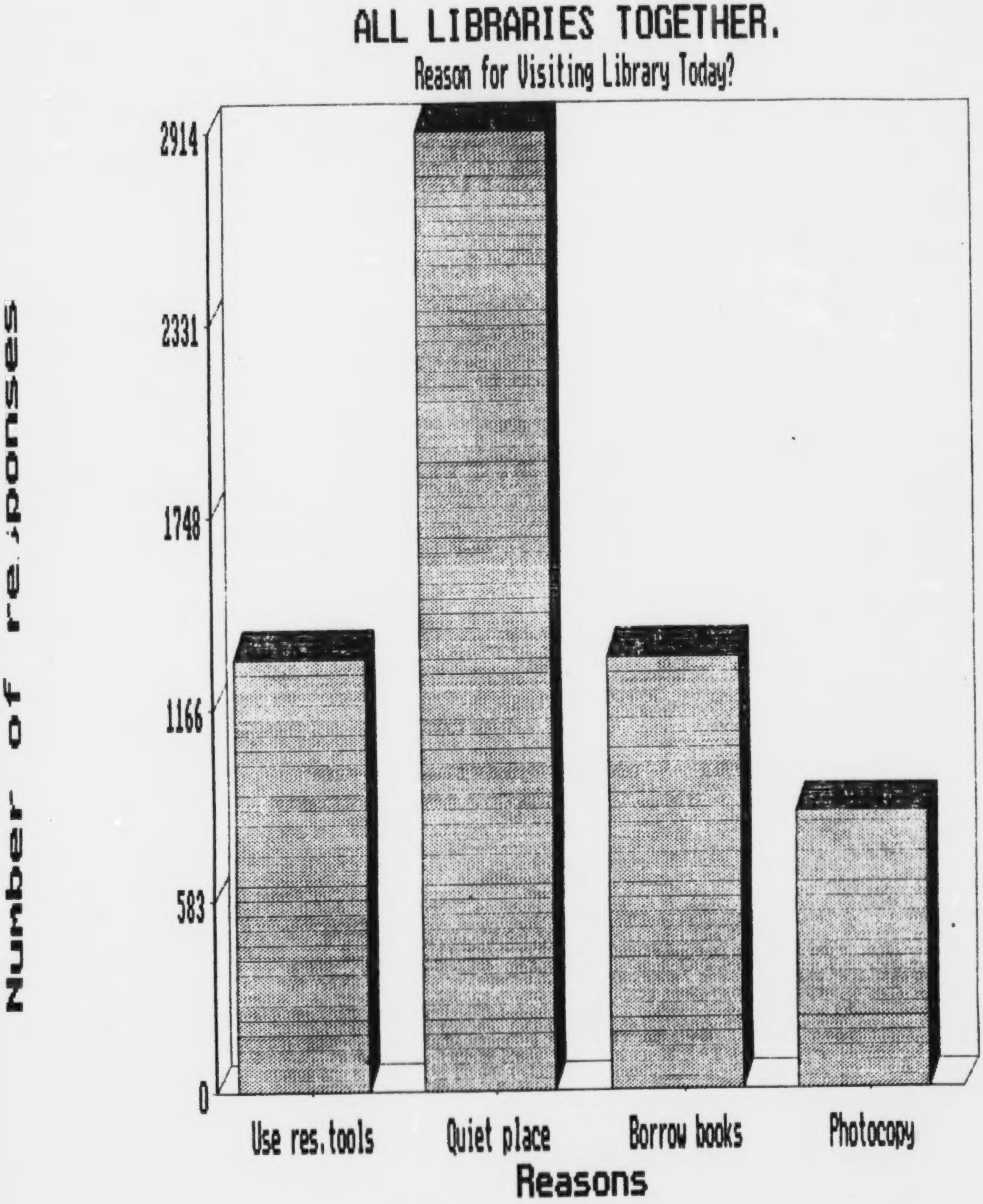
Undergraduate:	3043(60%)
Master's candidate:	522(10%)
Doctoral candidate:	392(8%)
Medical/dental student:	62(1%)
Law student:	410(8%)
Faculty:	130(3%)
Staff:	40(1%)
Non-degree student:	34(1%)
Other/No response:	380(8%)

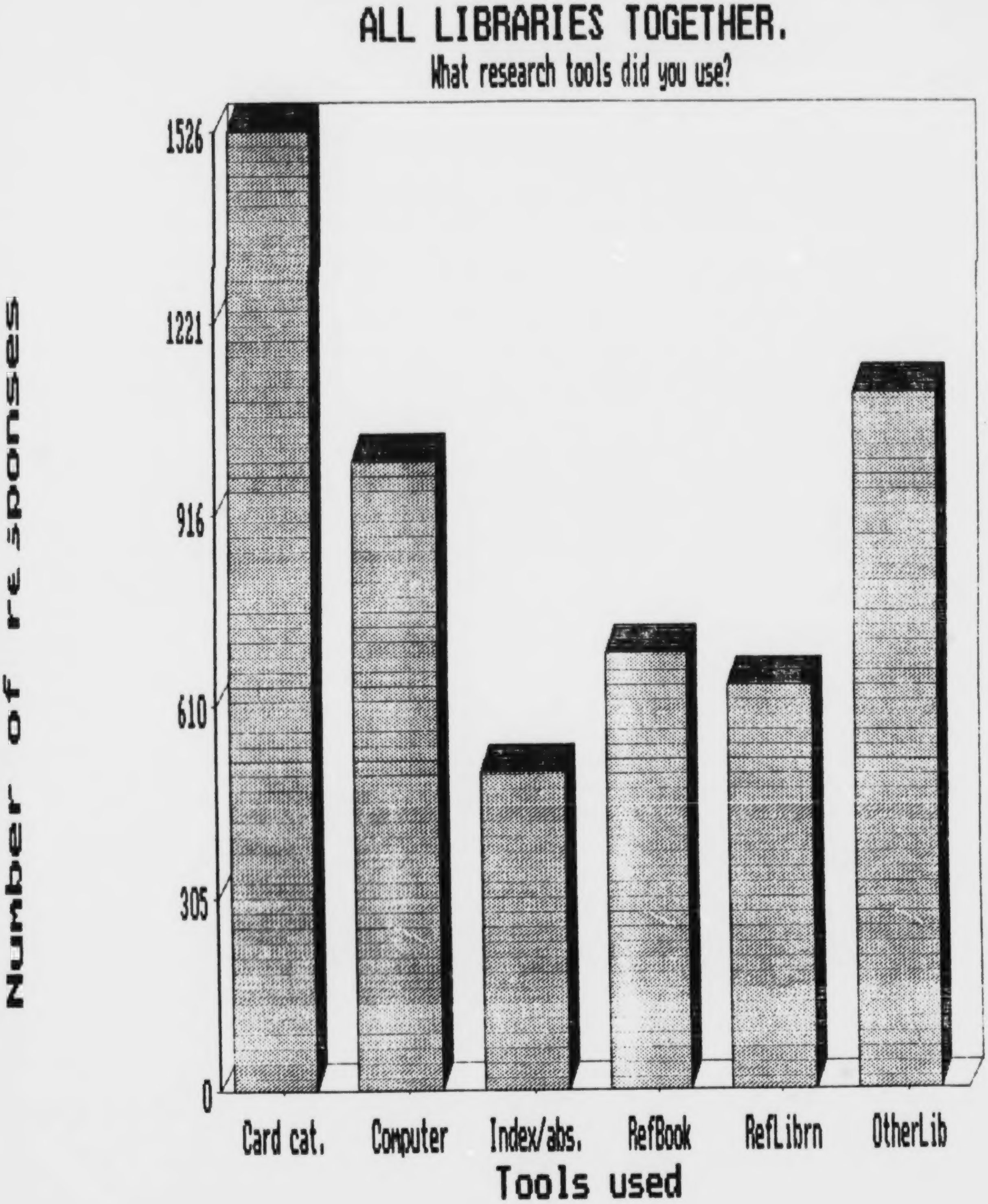
Total: 5013

9. Are this library's hours adequate for your needs?

All of the time:	1132(23%)
Most of the time:	2684(54%)
Some of the time:	345(7%)
Occasionally inadequate:	378(7%)
Often inadequate:	216(4%)
No response:	258(5%)

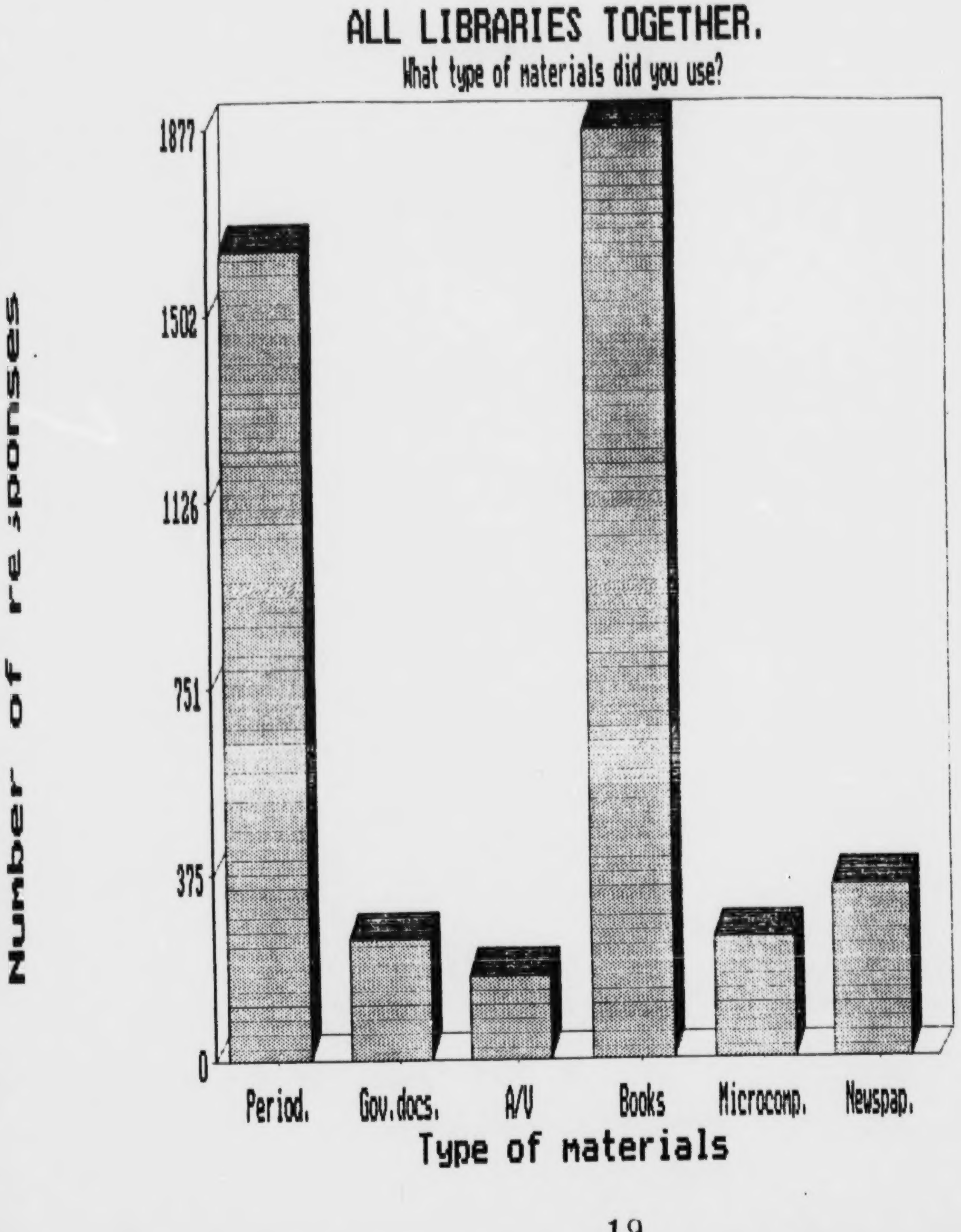
Total: 5013

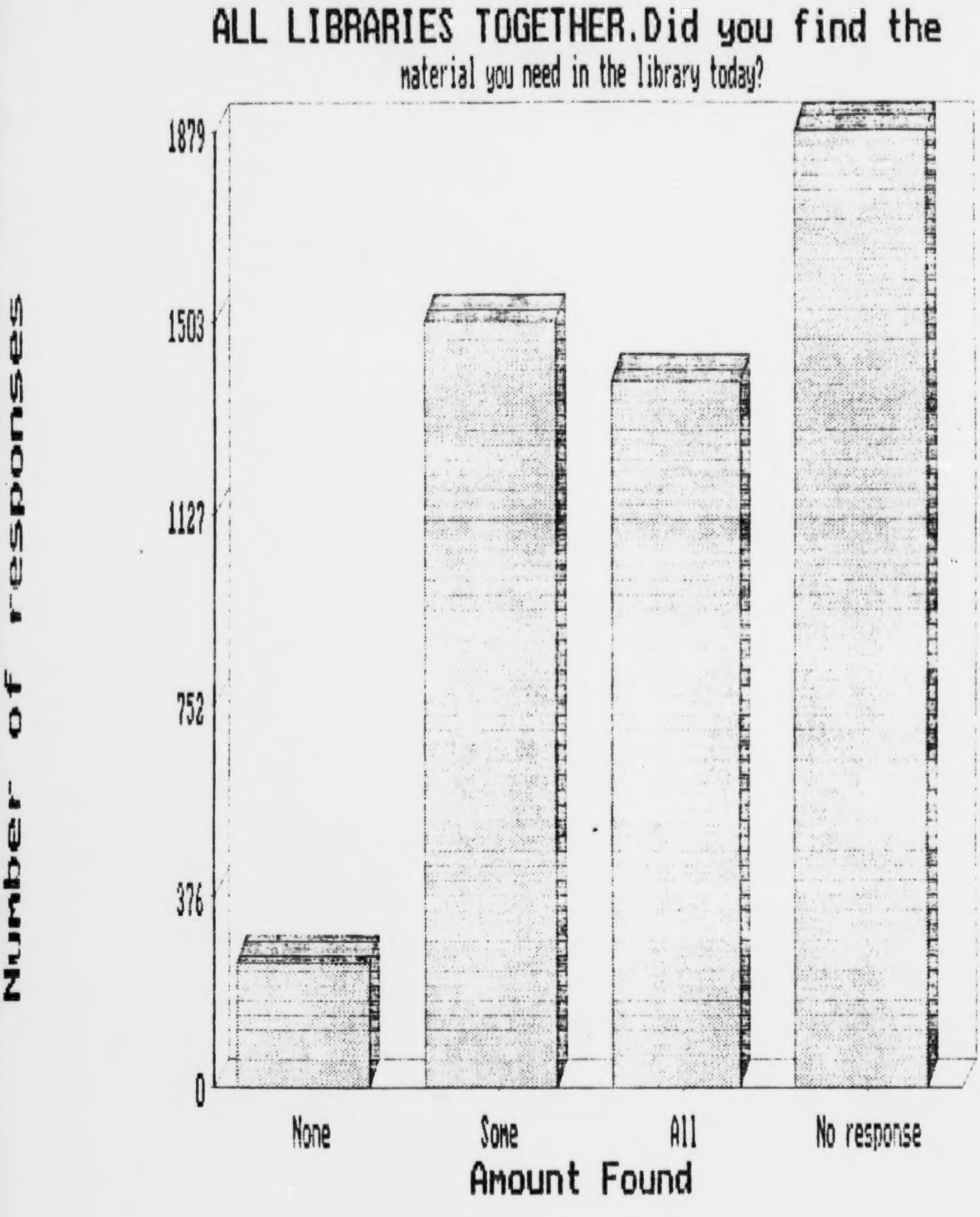

ALL LIBRARIES TOGETHER.
Reason for Visiting Library Today?
Number of responses
2914
2331
1748
1166
583
0
Use res. tools
Quiet place
Borrow books
Photocopy
Reasons



ALL LIBRARIES TOGETHER.

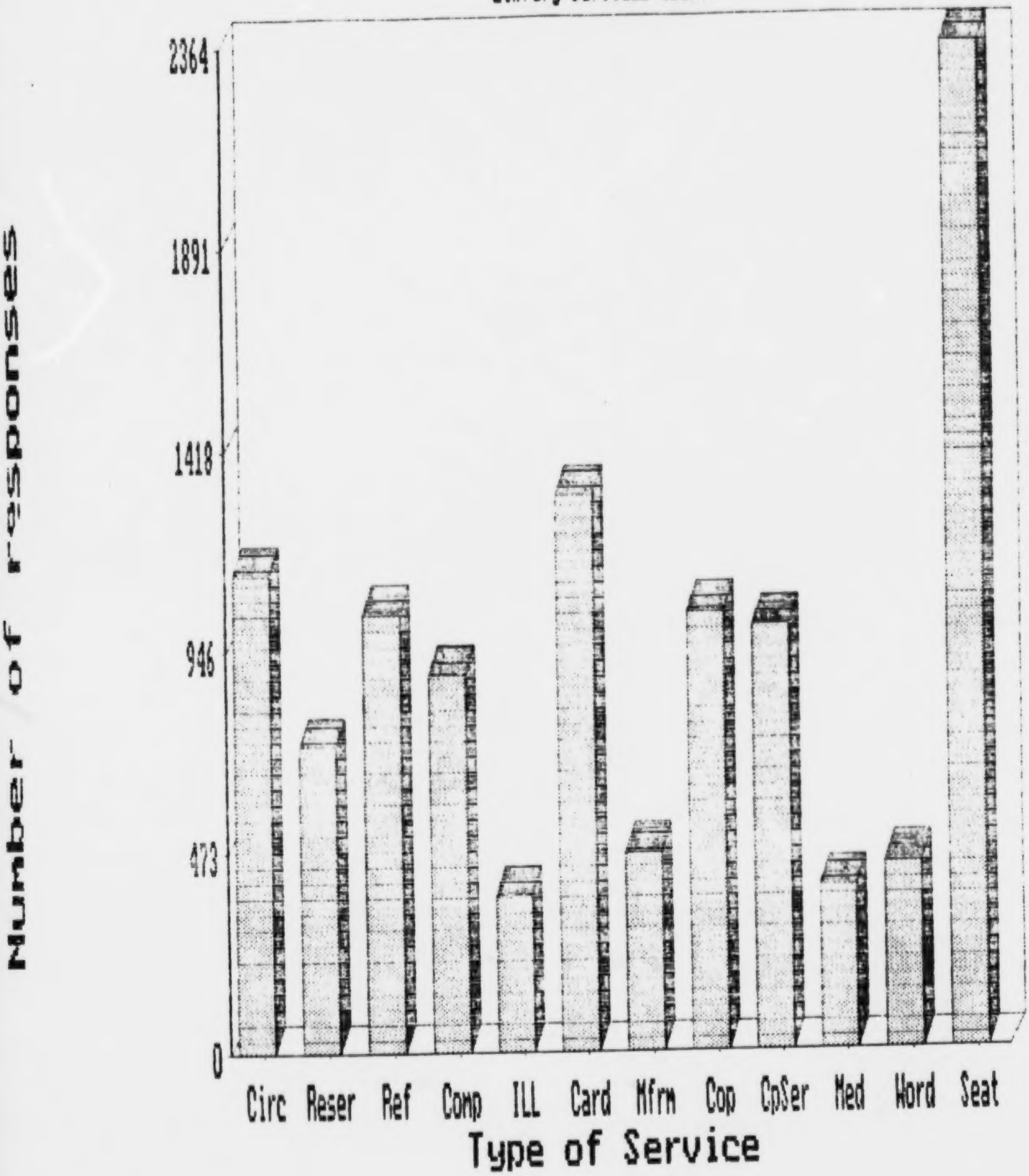
What research tools did you use?

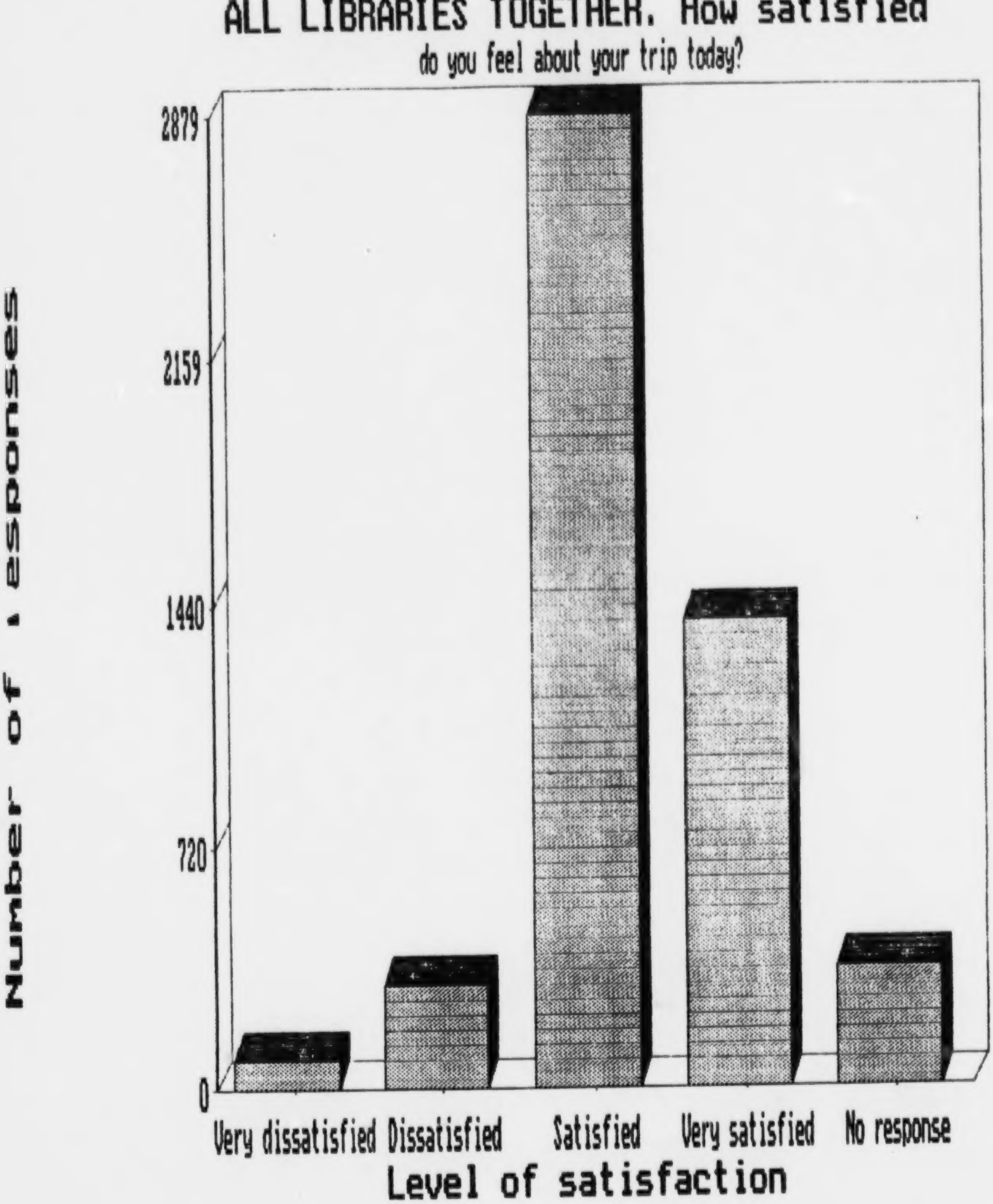

ALL LIBRARIES TOGETHER.
What type of materials did you use?
Number of responses
1877
1502
1126
751
375
0
Period.
Gov.docs.
A/V
Books
Microcomp.
Newspap.
Type of materials


ALL LIBRARIES TOGETHER. Did you find the material you need in the library today?
Number of responses
1879
1503
1127
752
376
0
None
Some
All
No response
Amount Found

ALL LIBRARIES TOGETHER

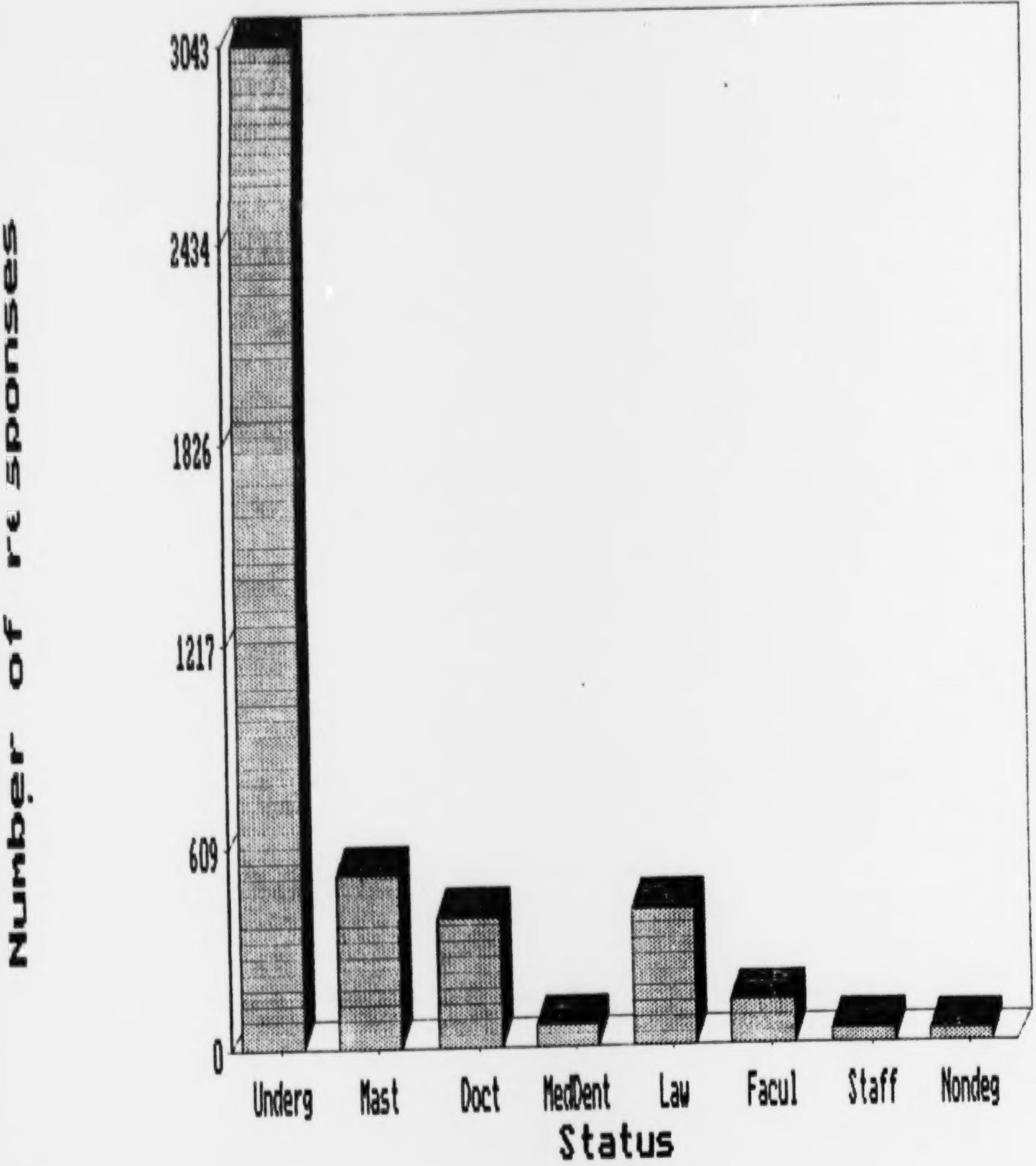
Library Services Used.

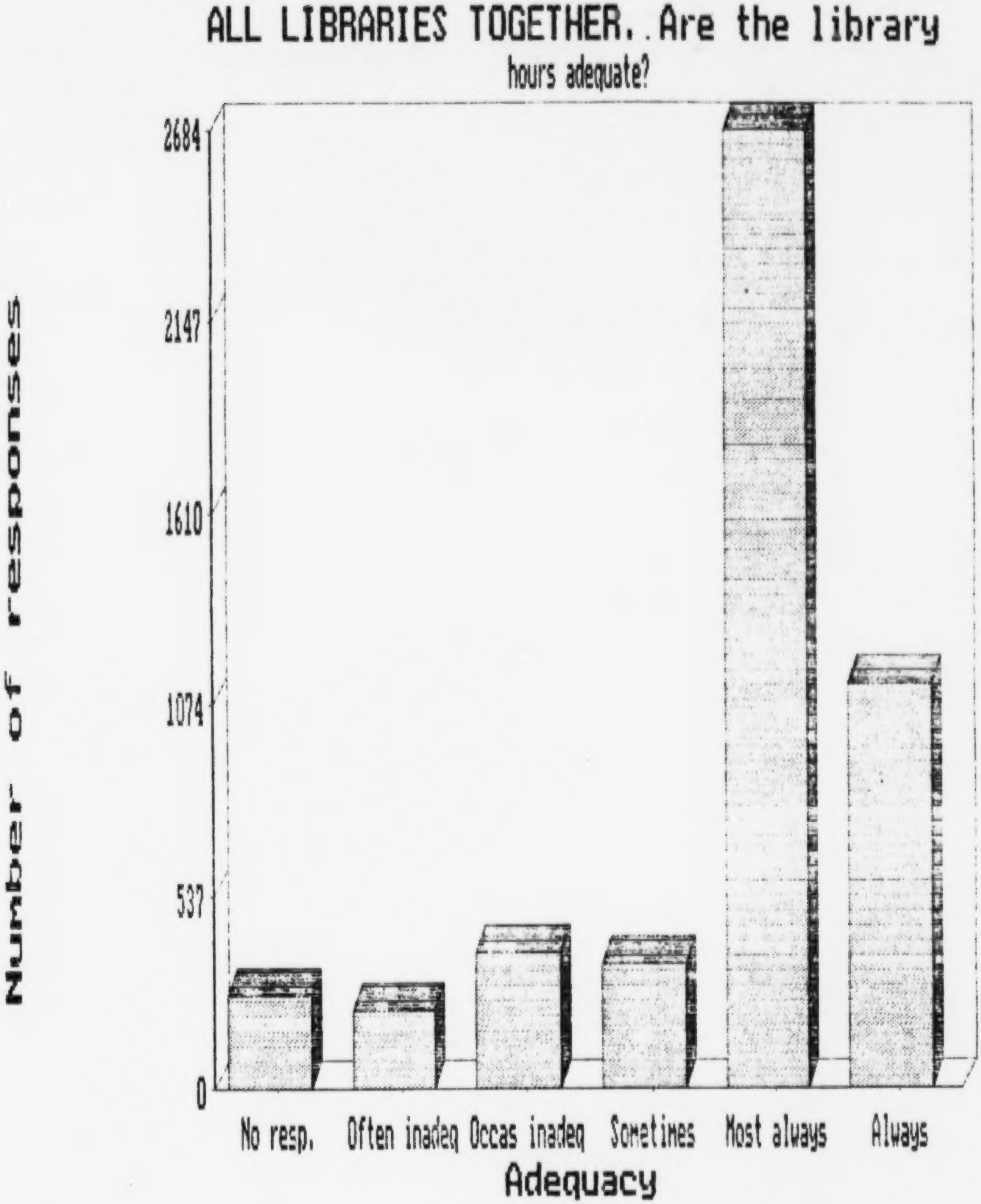



ALL LIBRARIES TOGETHER. How satisfied
do you feel about your trip today?
2879
2159
1440
720
0
Very dissatisfied
Dissatisfied
Satisfied
Very satisfied
No response
Level of satisfaction
Number of responses

ALL LIBARIES TOGETHER.

Status of Library User.




ALL LIBRARIES TOGETHER. .Are the library
hours adequate?
Number of responses
2684
2147
1610
1074
537
0
No resp.
Often inadeq
Occas inadeq
Sometimes
Most always
Always
Adequacy

ARCHITECTURE AND PLANNING LIBRARY
SUMMARY COUNTS AND BARCHARTS
1990 USER SURVEY

Total number of useable surveys returned: 72

1. What was your primary reason for visiting this library today?

Use research tools:	25(35%)
Quiet study:	12(17%)
Borrow/use library materials:	42(58%)
Use photocopy machine:	19(1%)

2. What research tools did you use to IDENTIFY the materials or information you needed?

Card catalog:	47(65%)
Computer:	6(8%)
Printed index/abstract:	8(11%)
Reference book:	14(19%)
Reference librarian:	12(17%)

3. Did your search identify any materials located at another UB library?

Yes:	24(33%)

4. What types of materials did you USE OR BORROW?

Periodicals/journals/magazines:	33(46%)
Goverment documents:	3(4%)
Audiovisuals:	9(13%)
Books:	52(21%)
Microforms:	1(1%)
Newspapers:	6(8%)

5. Did you FIND the materials or information you needed in the library today?

All:	17(24%)
Some:	41(57%)
None:	3(4%)
No response:	11(15%)

Total: 72

6. Indicate those services you used during your visit today and your level of satisfaction with each service used. Indicate all that apply and place a checkmark under the appropriate column.

		SATIS.	DISSAT.
Circulation:	39(54%)	37(95%)	2(5%)
Reserve:	23((32%)	16(70%)	7(30%)
Reference desk assistance:	25(35%)	23(92%)	2(8%)
Computer search:	14(19%)	9(64%)	5(36%)
Interlibrary loan:	11(15%)	9(82%)	2(18%)
Card catalog:	40(56%)	35(88%)	5(12%)
Microform equipment:	8(11%)	5(63%)	3(37%)
Self-service copier:	21(29%)	3(14%)	18(86%)
Photocopy service:	28(39%)	5(18%)	23(82%)
Media/audiovisual services:	16(22%)	7(44%)	9(56%)
Typewriters/word processors	13(18%)	7(54%)	6(46%)
Seating:	32(44%)	27(6%)	5(94%)

7. Overall, how satisfied do you feel about your trip to this library today?

Very satisfied:	9(13%)
Satisfied:	41(57%)
Dissatisfied:	11(15%)
Very dissatisfied:	5(7%)
No response:	6(8%)

Total: 72

8. Please indicate your status:

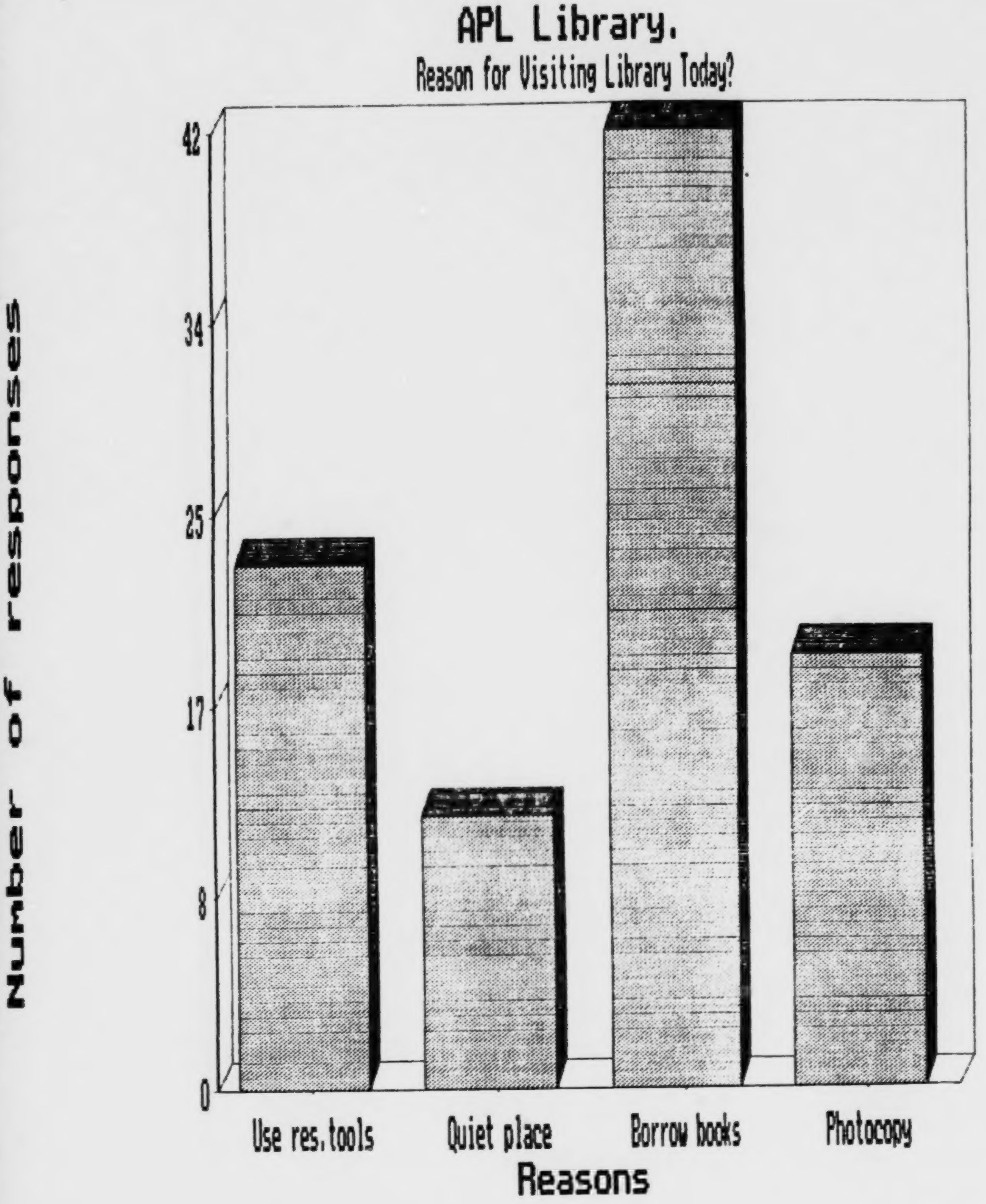
Undergraduate:	30(42%)
Master's candidate:	29(40%)
Doctoral candidate:	1(1%)
Medical/dental student:	0---
Law student:	2(3%)
Faculty:	1(1%)
Staff:	0---
Non-degree student:	1(1%)
Other/No response:	8(11%)

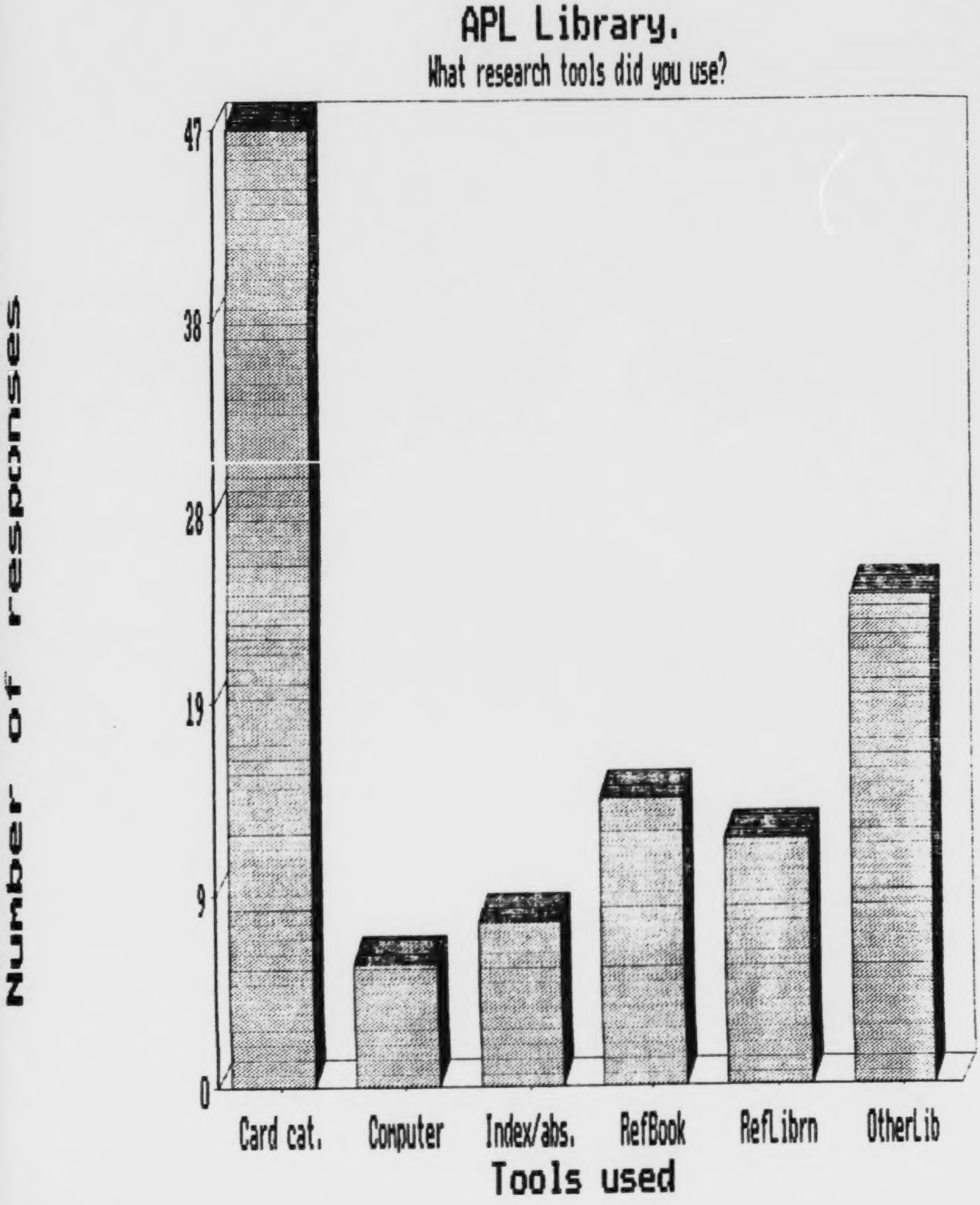
Total: 72

9. Are this library's hours adequate for your needs?

All of the time:	10(14%)
Most of the time:	21(29%)
Some of the time:	10(14%)
Occasionally inadequate:	10(14%)
Often inadequate:	14(19%)
No response:	7(10%)

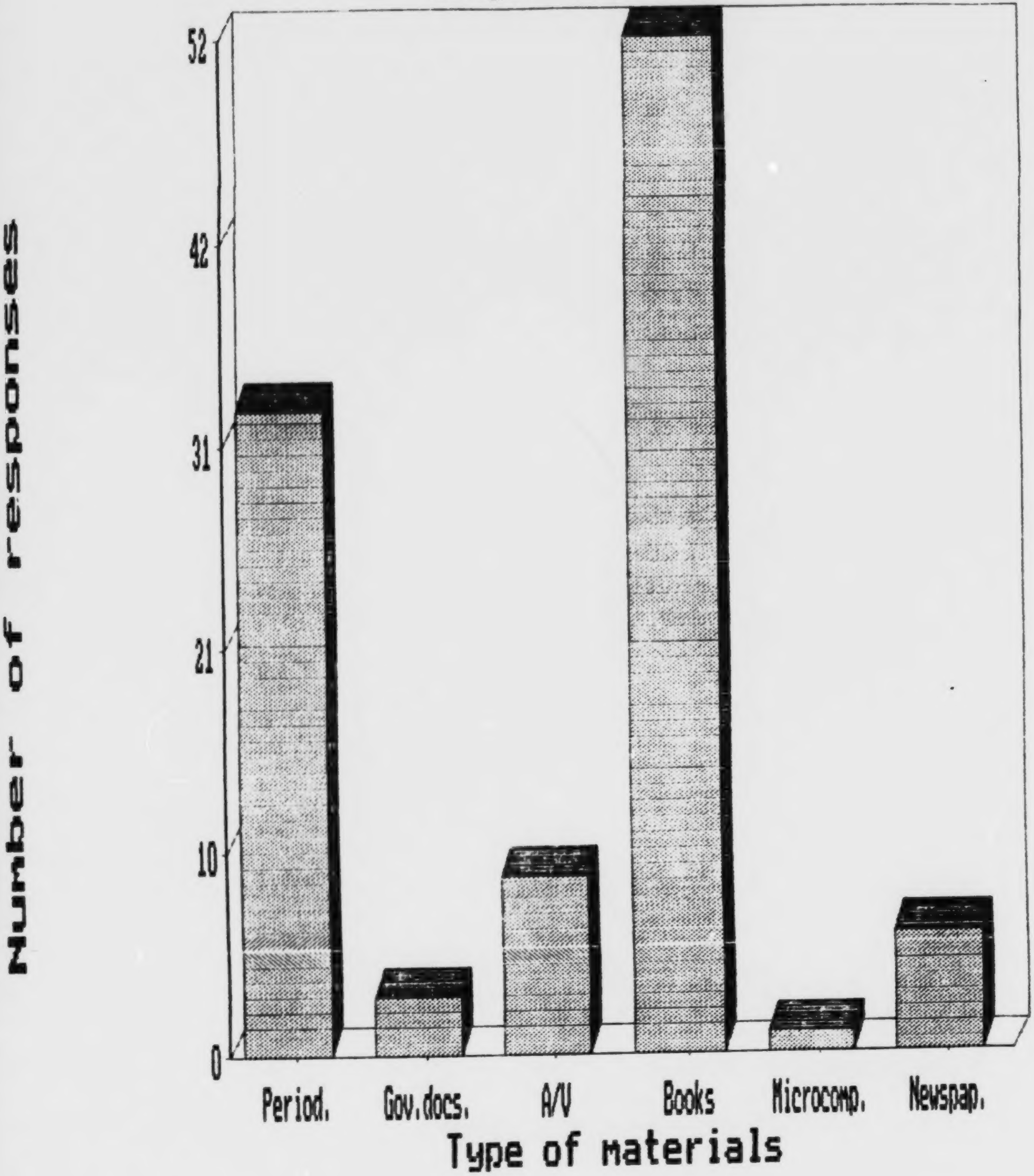
Total: 72

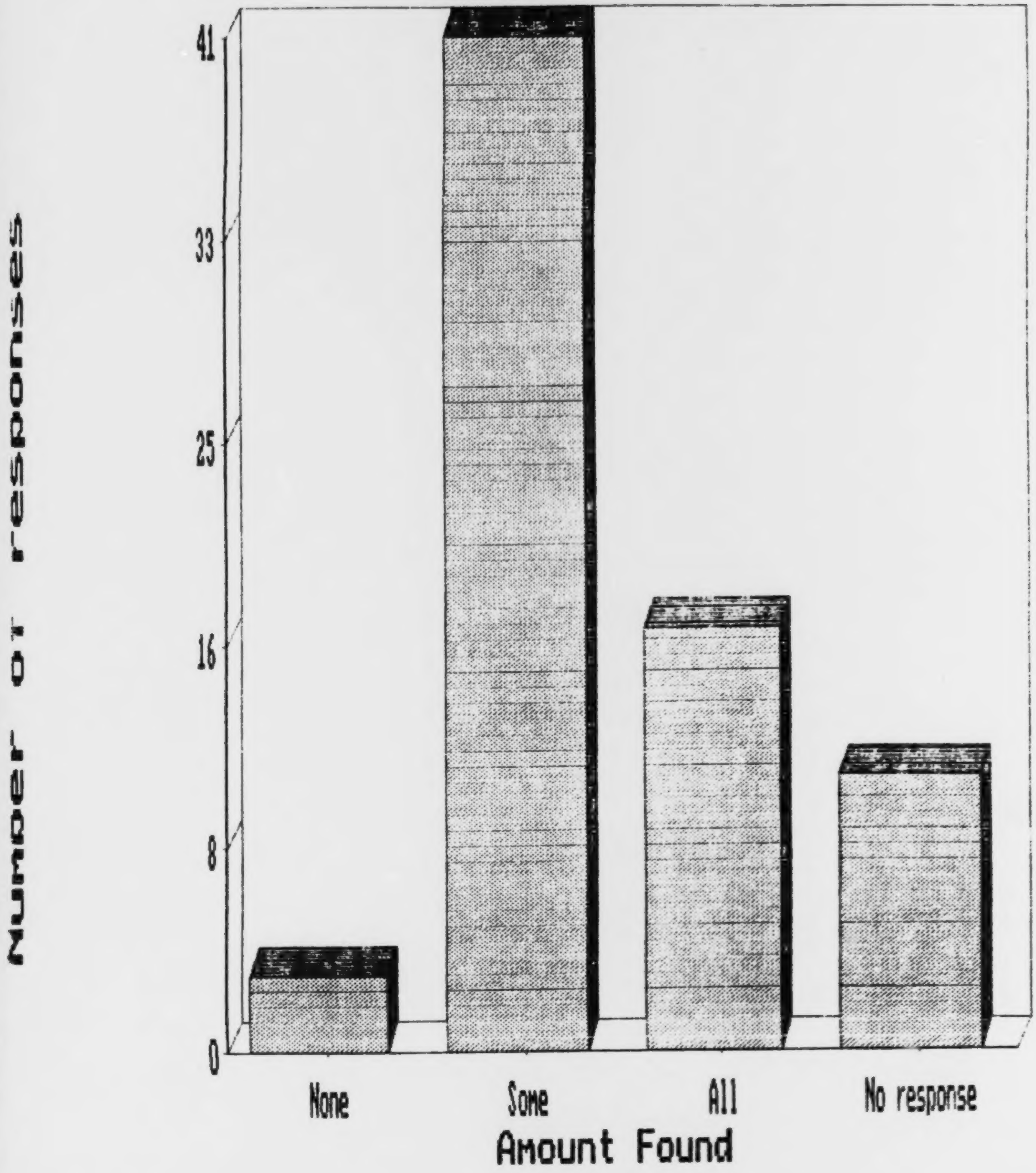

APL Library.
Reason for Visiting Library Today?
Number of responses
42
34
25
17
8
0
Use res.tools
Quiet place
Borrow books
Photocopy
Reasons


APL Library.
What research tools did you use?
Number of responses
47
38
28
19
9
0
Card cat.
Computer
Index/abs.
RefBook
RefLibrn
OtherLib
Tools used

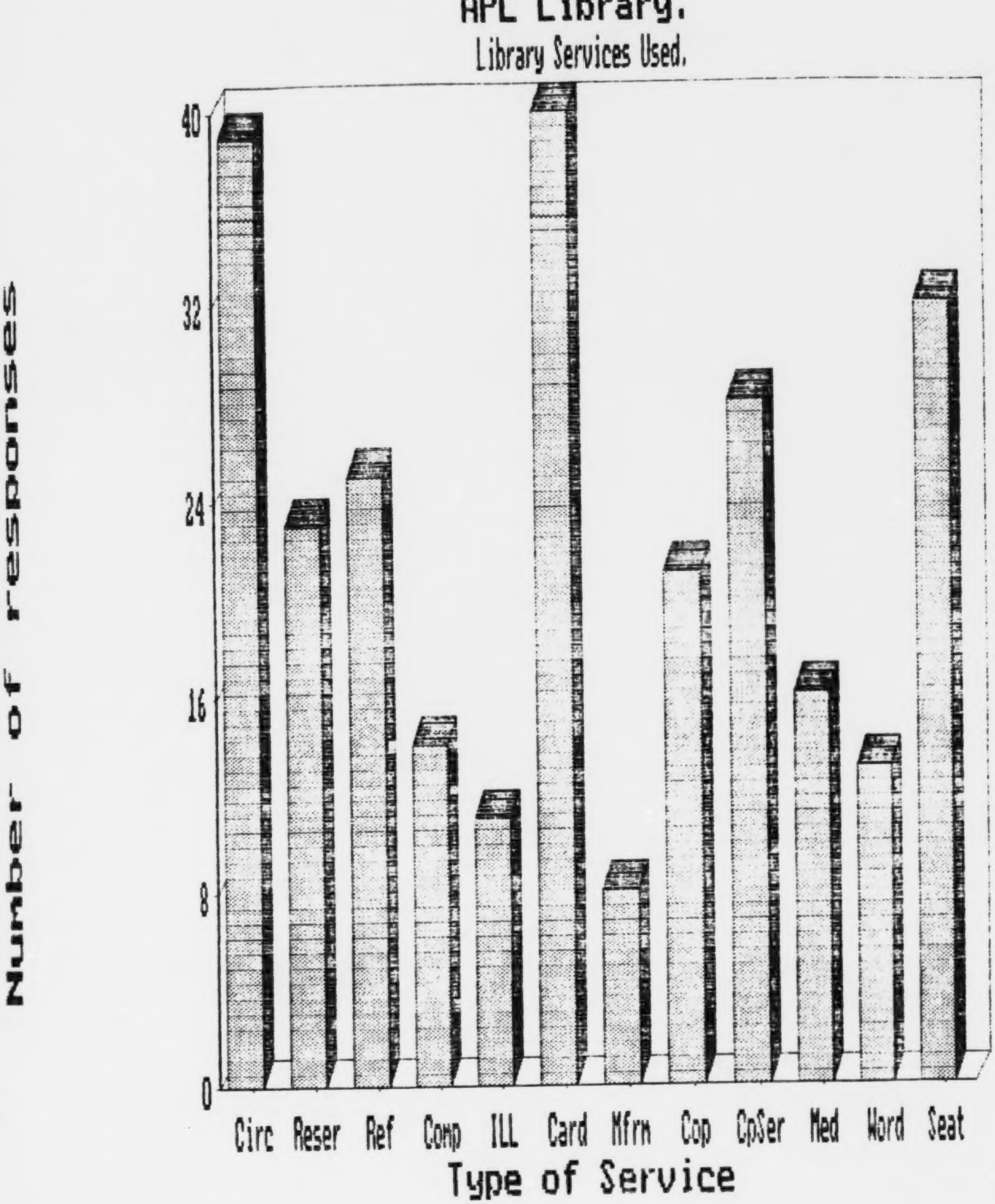
APL library.

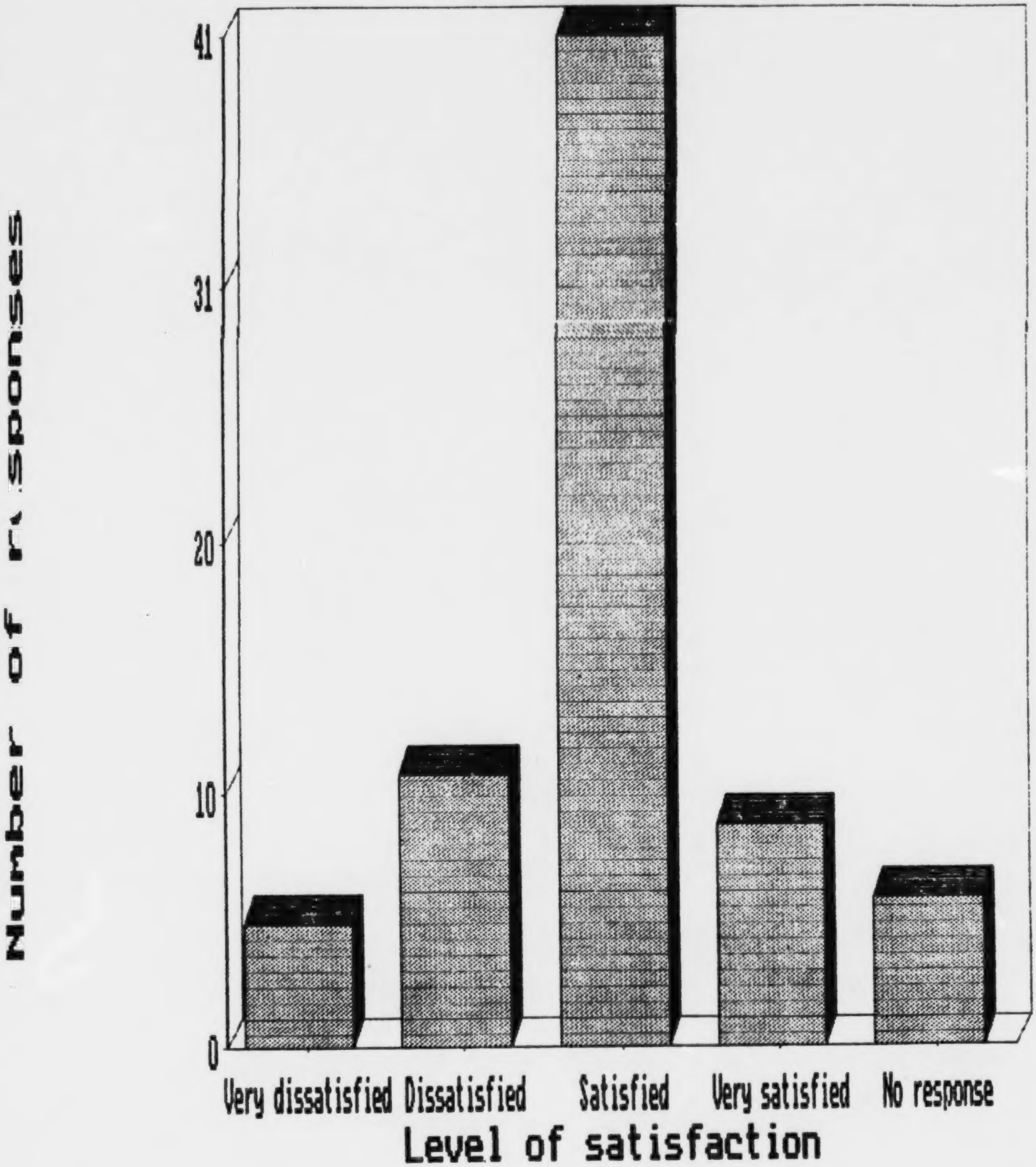
What type of materials did you use?





APL LIBRARY. Did you find the material you need in the library today?

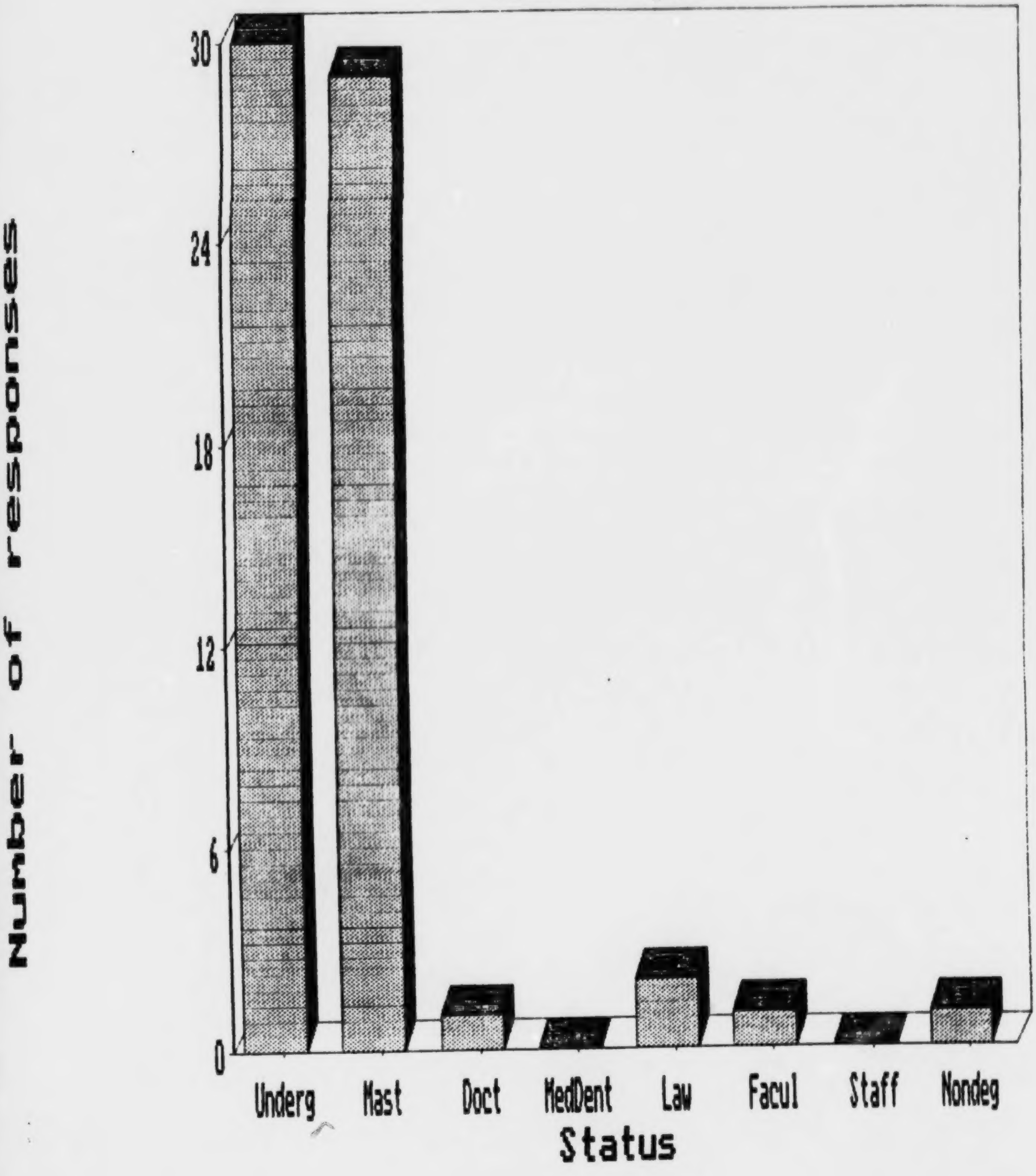

APL Library.
Library Services Used.
Number of responses
0
8
16
24
32
40
Circ
Reser
Ref
Comp
ILL
Card
Mfrm
Cop
CpSer
Med
Word
Seat
Type of Service



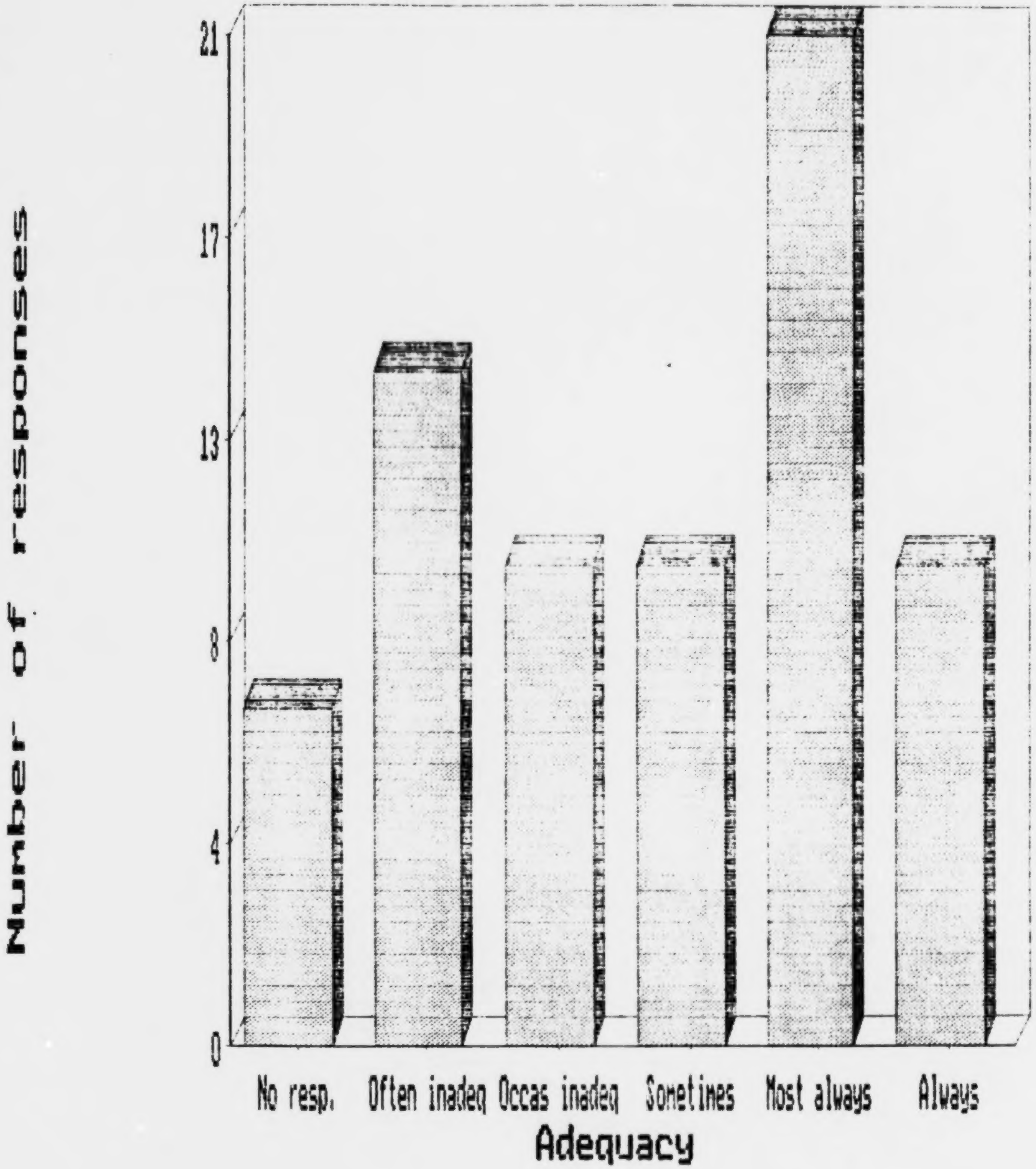
APL. How satisfied
do you feel about your trip today?

APL Library:

Status of Library User.



APL LIBRARY. Are the library's hours adequate?



CHEMISTRY/MATHEMATICS LIBRARY
SUMMARY COUNTS AND BARCHARTS
1990 USER SURVEY

Total number of useable surveys returned: 235

1. What was your primary reason for visiting this library today?

Use research tools:	56(24%)
Quiet study:	137(58%)
Borrow/use library materials:	68(29%)
Use photocopy machine:	50(21%)

2. What research tools did you use to IDENTIFY the materials or information you needed?

Card catalog:	68(29%)
Computer:	17(7%)
Printed index/abstract:	36(15%)
Reference book:	46(20%)
Reference librarian:	25(11%)

3. Did your search identify any materials located at another UB library?

Yes:	59(25%)

4. What types of materials did you USE OR BORROW?

Periodicals/journals/magazines:	89(38%)
Government documents:	7(3%)
Audiovisuals:	4(2%)
Books:	88(37%)
Microforms:	11(5%)
Newspapers:	17(7%)

5. Did you FIND the materials or information you needed in the library today?

All:	74(31%)
Some:	46(20%)
None:	12(5%)
No response:	103(44%)

Total: 235

6. Indicate those services you used during your visit today and your level of satisfaction with each service used. Indicate all that apply and place a checkmark under the appropriate column.

		SATIS.	DISSAT.
Circulation:	68(29%)	63(93%)	5(7%)
Reserve:	54(23%)	47(87%)	7(13%)
Reference desk assistance:	44(19%)	38(86%)	6(14%)
Computer search:	28(12%)	22(79%)	6(21%)
Interlibrary loan:	26(11%)	22(85%)	4(15%)
Card catalog:	69(29%)	59(86%)	10(14%)
Microform equipment:	29(12%)	26(90%)	3(10%)
Self-service copier:	57(24%)	50(88%)	7(12%)
Copy service:	52(22%)	44(85%)	8(15%)
Media/audiovisual services:	22(9%)	16(73%)	6(27%)
Typewriters/word processors:	21(9%)	14(67%)	7(33%)
Seating:	129((55%)	121(94%)	8(6%)

7. Overall, how satisfied do you feel about your trip to this library today?

Very satisfied:	66(28%)
Satisfied:	132(56%)
Dissatisfied:	13(6%)
Very dissatisfied:	4(2%)
No response:	20(9%)

Total: 235

8. Please indicate your status:

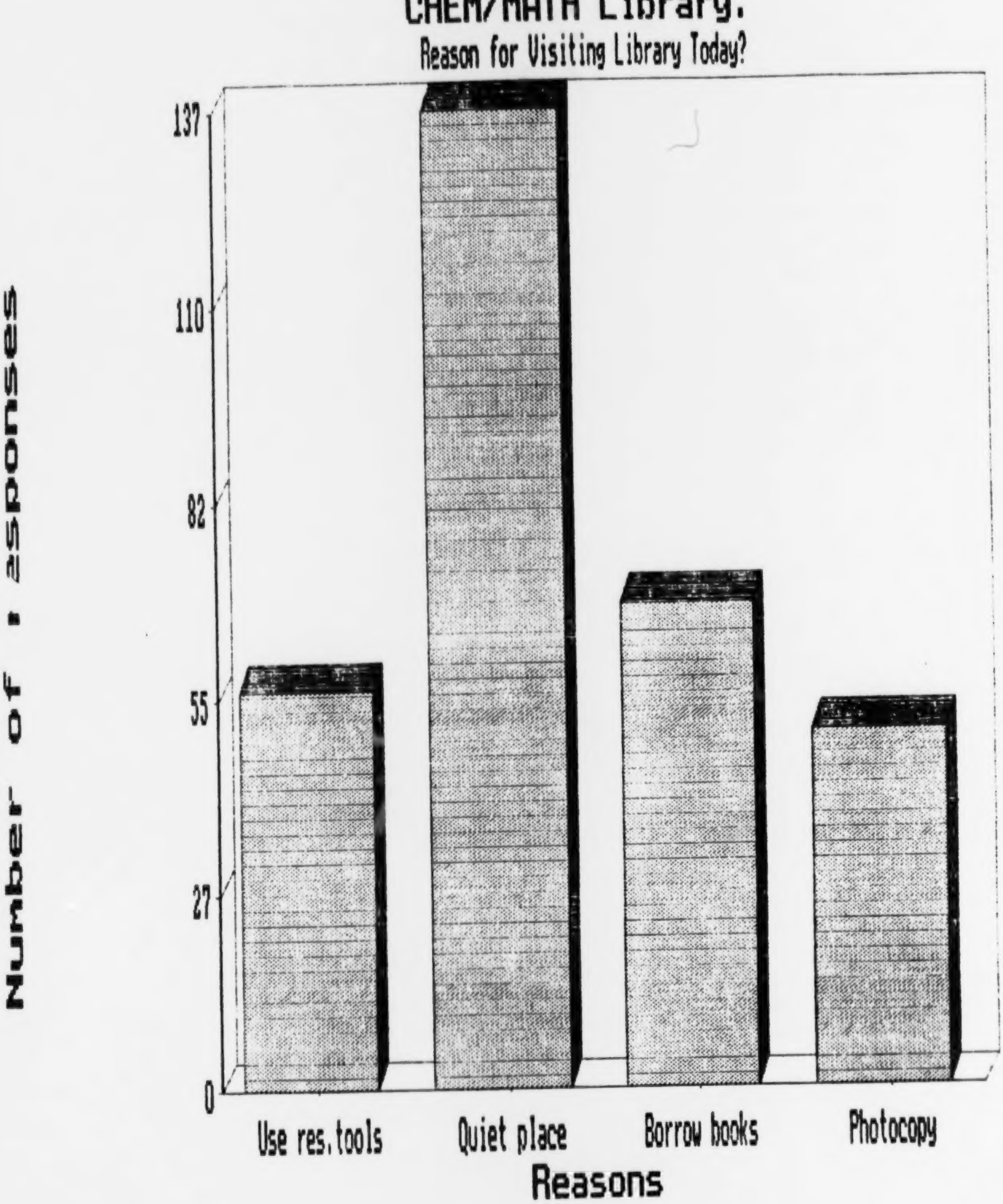
Undergraduate:	121(51%)
Master's candidate:	16(7%)
Doctoral candidate:	41(17%)
Medical/dental student:	7(3%)
Law student:	1(1%)
Faculty:	10(4%)
Staff:	7(3%)
Non-degree student:	4(2%)
Other/No response:	28(12%)

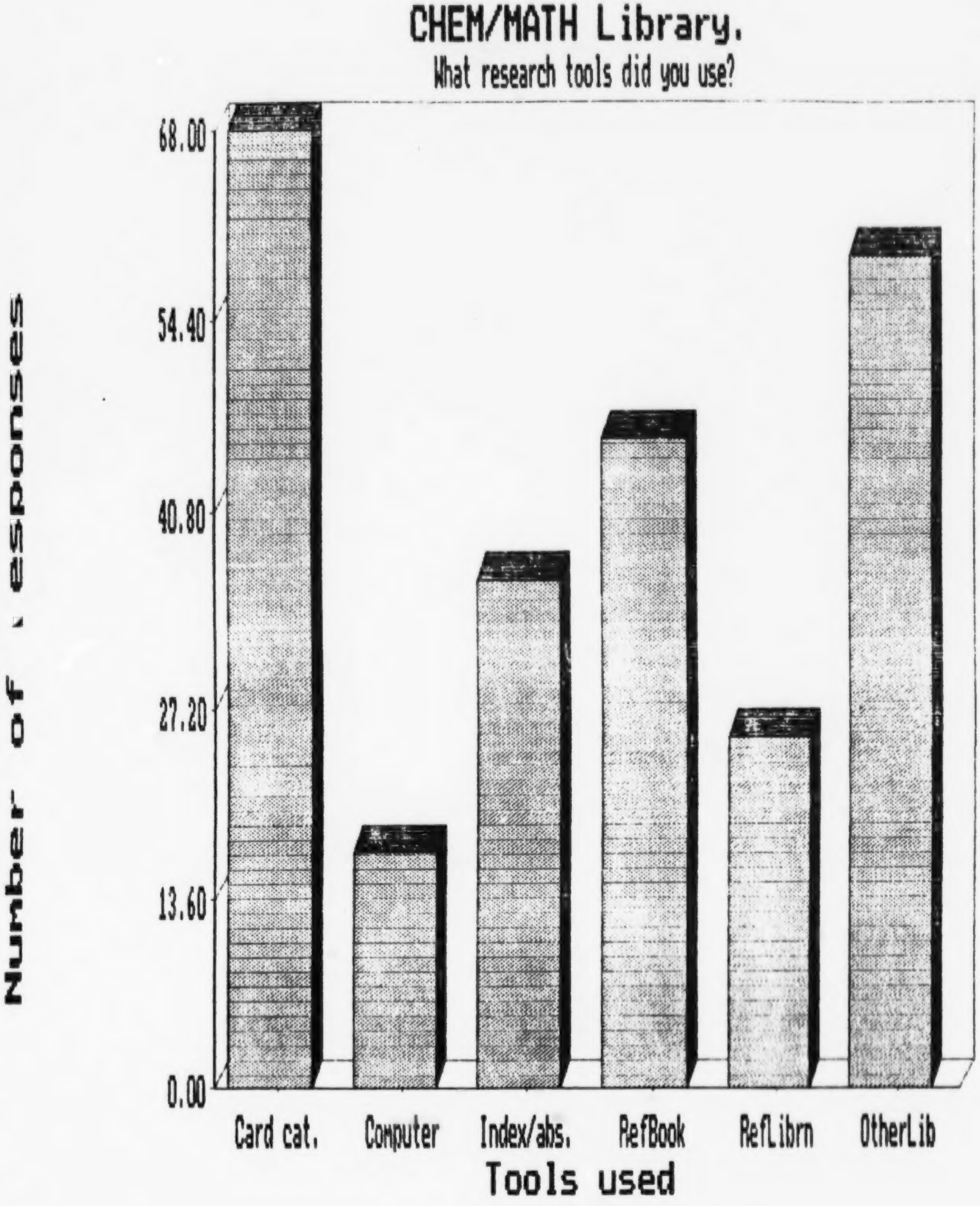
Total: 207

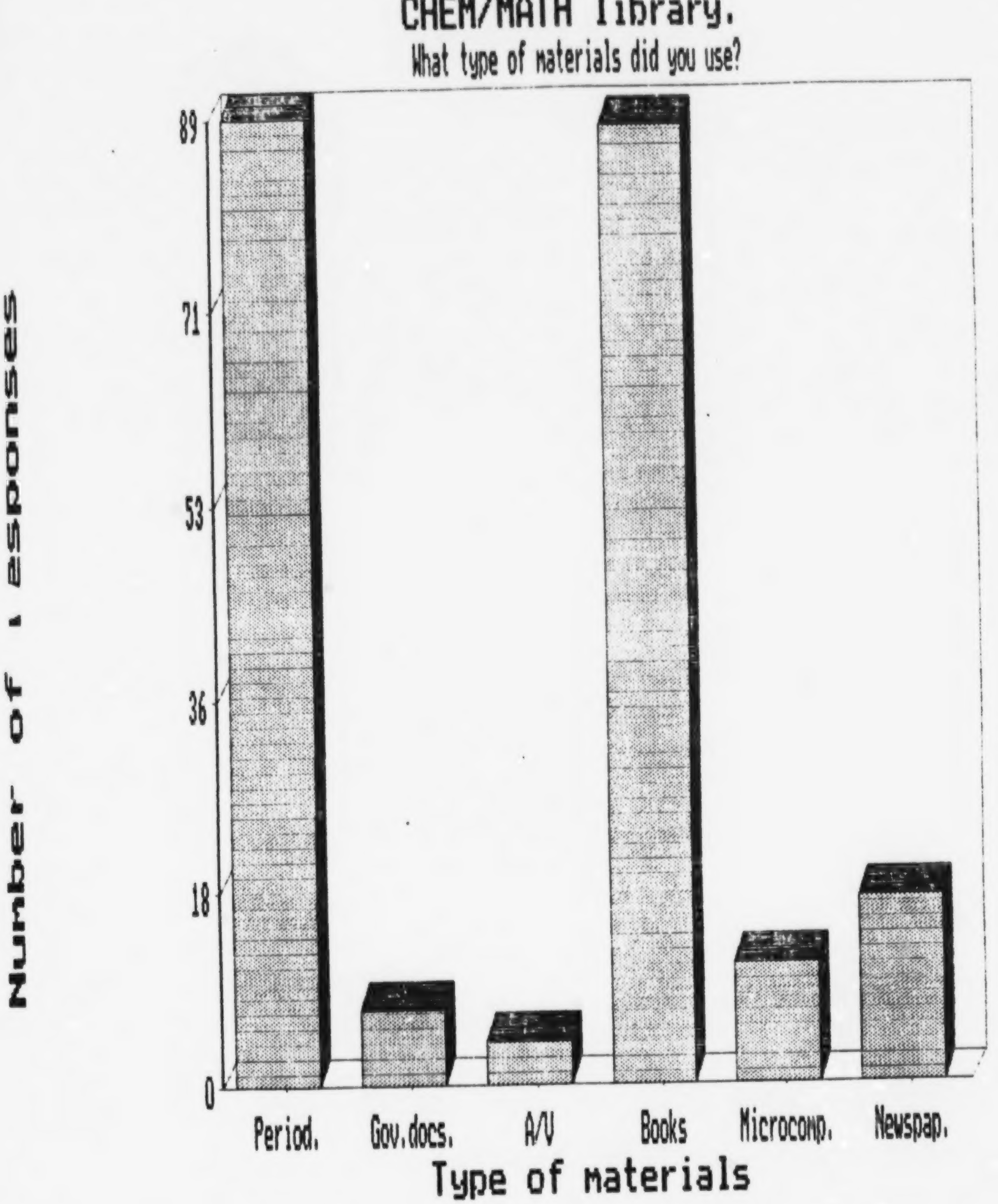
9. Are this library's hours adequate for your needs?

All of the time:	123(52%)
Most of the time:	77(33%)
Some of the time:	6(2%)
Occasionally inadequate:	11(5%)
Often inadequate:	2(1%)
No response:	16(7%)

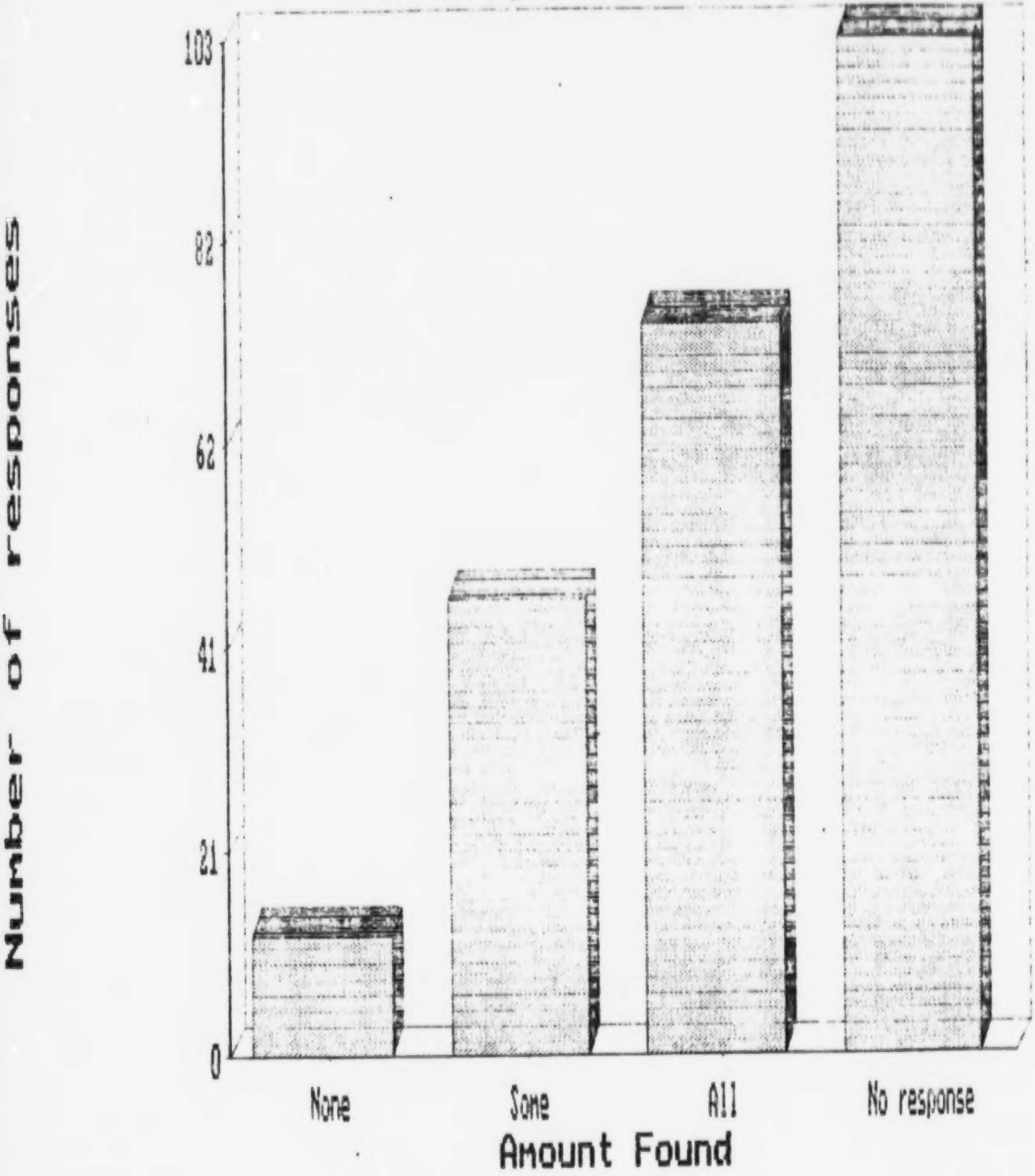
Total: 235


CHEM/MATH Library.
Reason for Visiting Library Today?
Number of Responses
137
110
82
55
27
0
Use res.tools
Quiet place
Borrow books
Photocopy
Reasons


CHEM/MATH Library.
What research tools did you use?
Number of responses
68.00
54.40
40.80
27.20
13.60
0.00
Card cat.
Computer
Index/abs.
RefBook
RefLibrn
OtherLib
Tools used

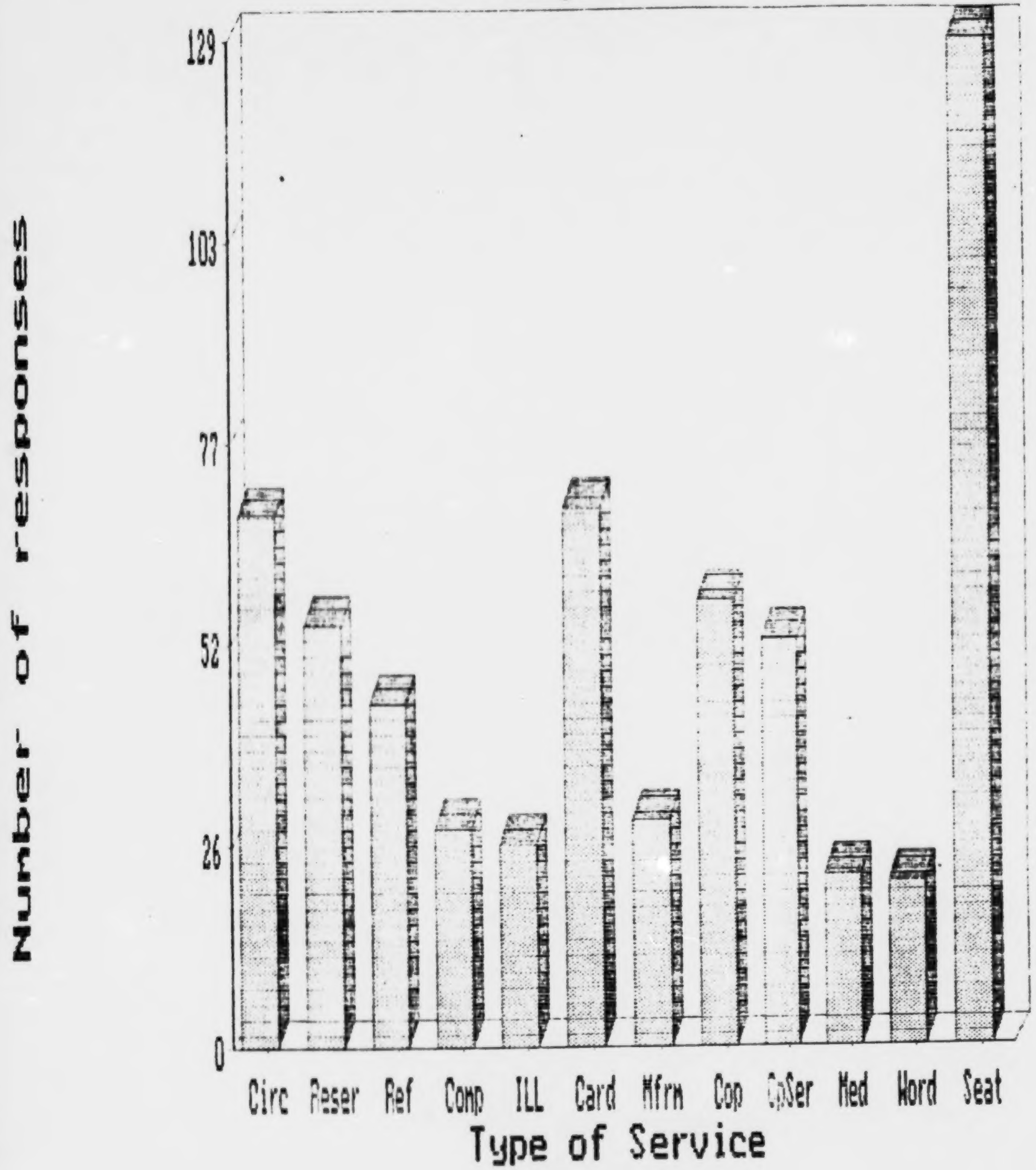

CHEM/MATH library.
What type of materials did you use?
Number of responses
89
71
53
36
18
0
Period.
Gov.docs.
A/V
Books
Microcomp.
Newspap.
Type of materials

CHEM/MATH LIBRARY. Did you find the material you need in the library today?

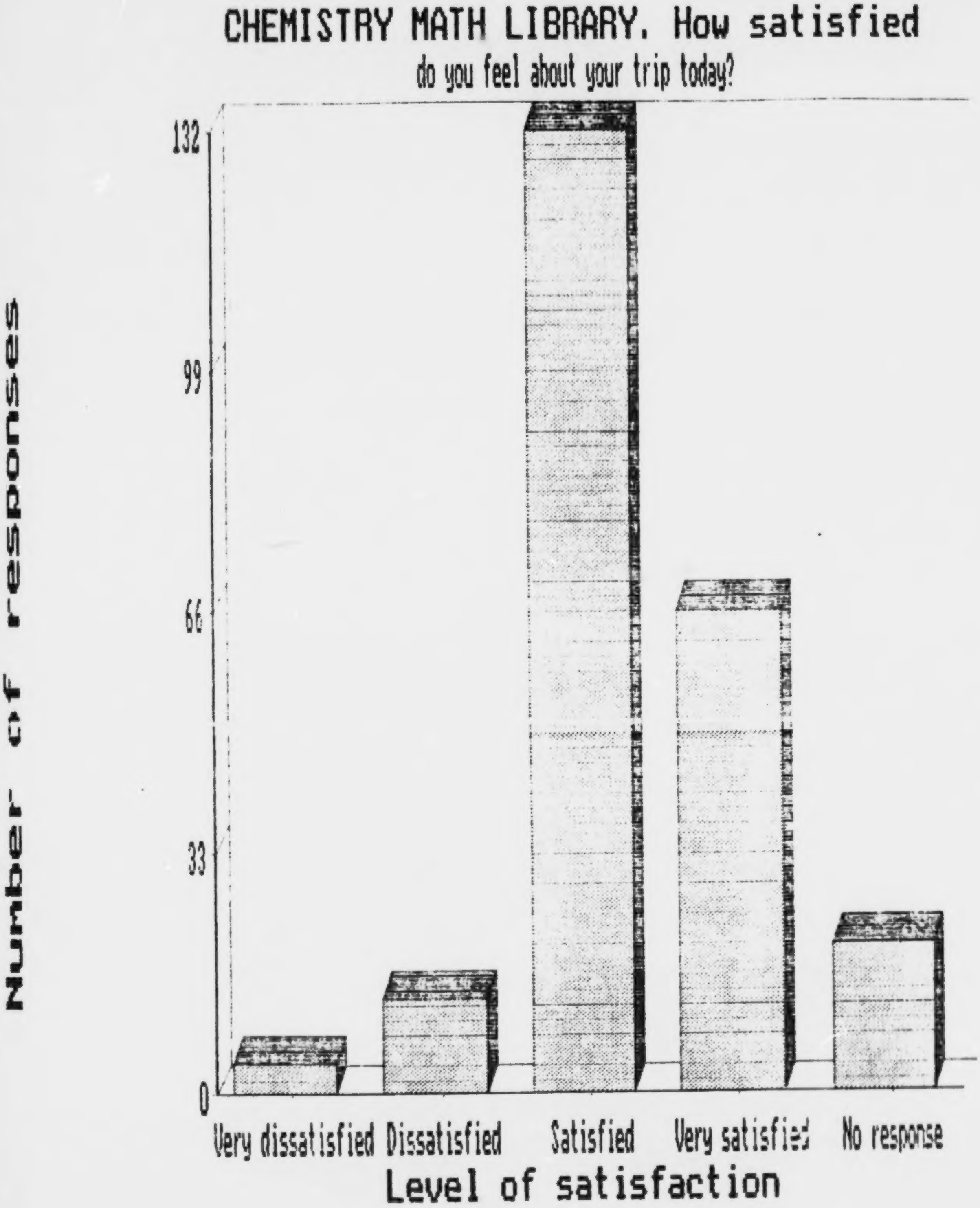


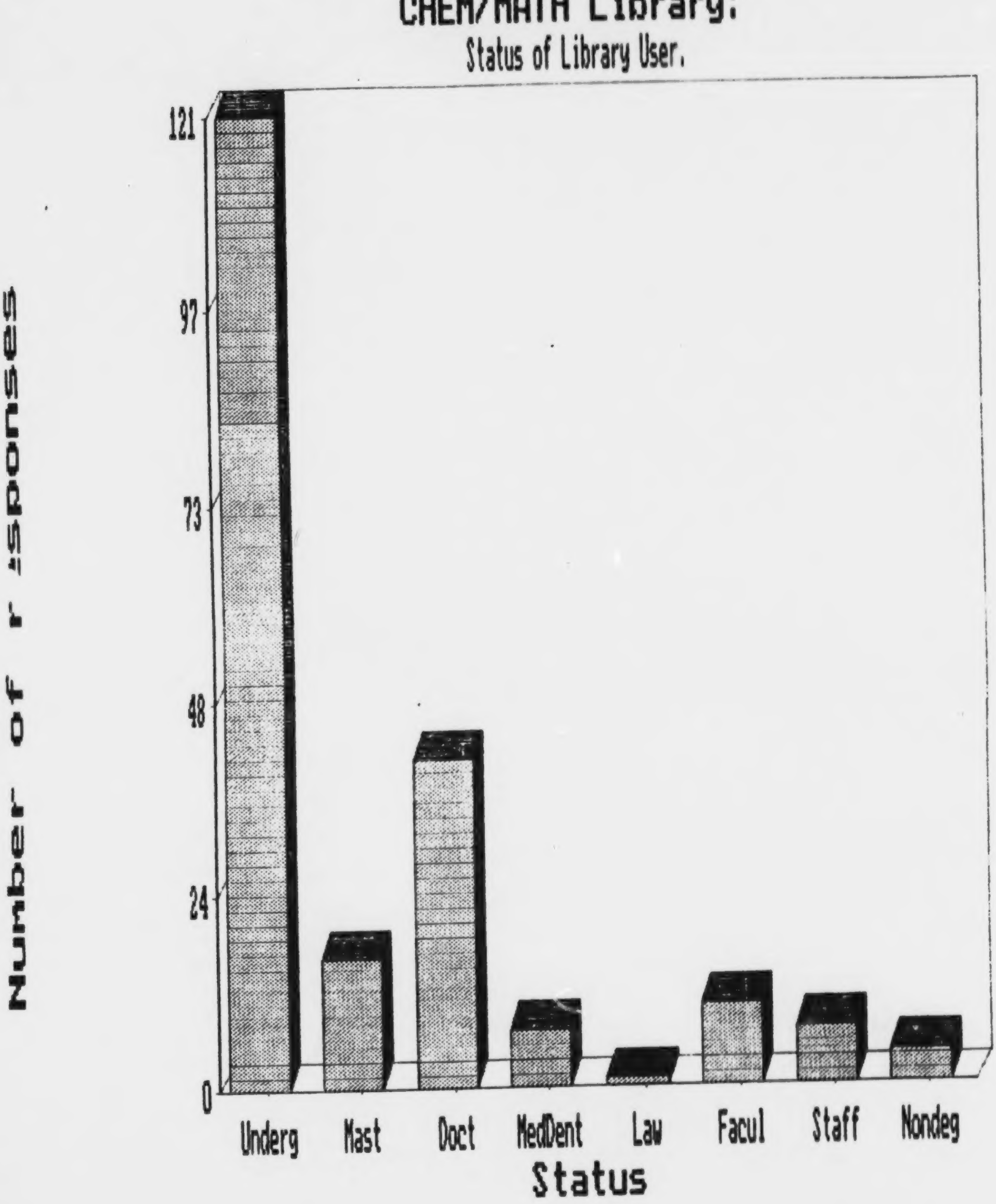
CHEM/MATH Library.

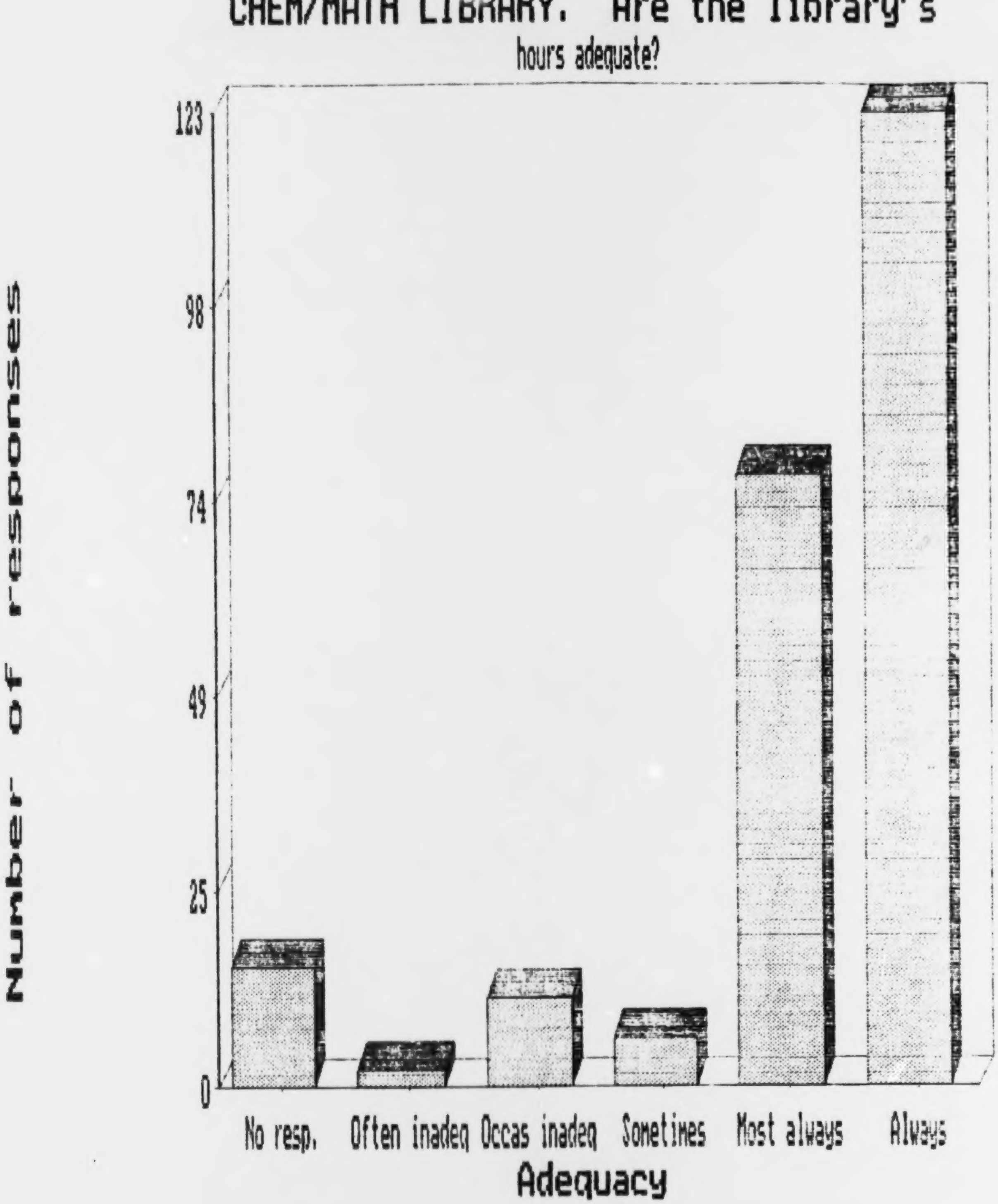
Library Services Used.



BEST COPY AVAILABLE


CHEMISTRY MATH LIBRARY. How satisfied
do you feel about your trip today?
Number of responses
132
99
66
33
0
Very dissatisfied
Dissatisfied
Satisfied
Very satisfied
No response
Level of satisfaction


CHEM/MATH Library:
Status of Library User.
Number of responses
0
24
48
73
97
121
Underg
Mast
Doct
MedDent
Law
Facul
Staff
Nondeg
Status


CHEM/MATH LIBRARY. Are the library's
hours adequate?
Number of responses
123
98
74
49
25
0
No resp.
Often inadeq
Occas inadeq
Sometimes
Most always
Always
Adequacy

HEALTH SCIENCES LIBRARY
SUMMARY COUNT AND BARCHARTS
1990 USER SURVEY

Total number of useable surveys returned: 715

1. What was your primary reason for visiting this library today?

Use research tools:	203(28%)
Quiet study:	390(55%)
Borrow/use library materials:	203(28%)
Use photocopy machine:	162(23%)

2. What research tools did you use to IDENTIFY the materials or information you needed?

Card catalog:	153(21%)
Computer:	192(27%)
Printed index/abstract:	74(10%)
Reference book:	89(12%)
Reference librarian:	87(12%)

3. Did your search identify any materials located at another UB library?

Yes:	106(15%)

4. What types of materials did you USE OR BORROW?

Periodicals/journals/magazines:	325(45%)
Government documents:	13(2%)
Audiovisuals:	60(8%)
Books:	224(31%)
Microforms:	13(2%)
Newspapers:	45(6%)

5. Did you FIND the materials or information you needed in the library today?

All:	252(35%)
Some:	191(27%)
None:	31(4%)
No response:	241(34%)

Total:715

6. Indicate those services you used during your visit today and your level of satisfaction with each service used. Indicate all that apply and place a checkmark under the appropriate column.

		SATIS.	DISSAT.
Circulation:	178(25%)	163(92%)	15(8%)
Reserve:	89(12%)	80(90%)	9(10%)
Reference desk assistance:	142(20%)	136(96%)	6(4%)
Computer search:	167(23%)	153(92%)	14(8%)
Interlibrary loan:	48(7%)	42(88%)	6(12%)
Card catalog:	140(20%)	126(90%)	14(10%)
Microform equipment:	44(6%)	38(86%)	6(14%)
Self-service copier:	148(21%)	120(81%)	28(19%)
Photocopy service:	206(29%)	185(90%)	21(10%)
Media/audiovisual services:	80(11%)	78(98%)	2(2%)
Typewriters/word processors:	55(8%)	39(71%)	16(29%)
Seating:	329(46%)	314(95%)	15(5%)

7. Overall, how satisfied do you feel about your trip to this library today?

Very satisfied:	280(39%)
Satisfied:	349(49%)
Dissatisfied:	27(4%)
Very dissatisfied:	4(1%)
No response:	55(6%)

Total: 715

8. Please indicate your status:

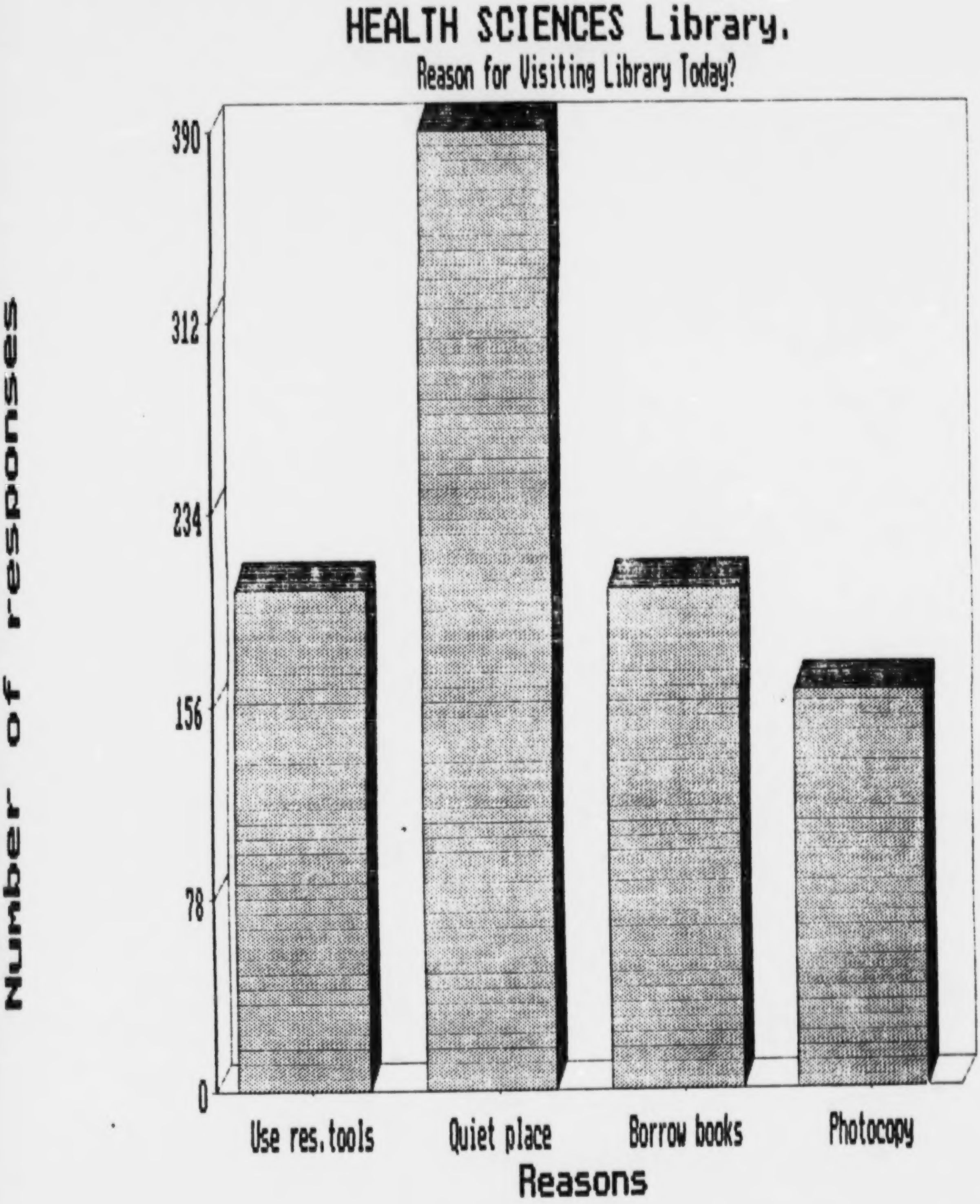
Undergraduate:	381(53%)
Master's candidate:	67(9%)
Doctoral candidate:	76(11%)
Medical/dental student:	45(6%)
Law student:	2(1)
Faculty:	41(6%)
Staff:	8(1%)
Non-degree student:	4(1%)
Other/No response	91(13%)

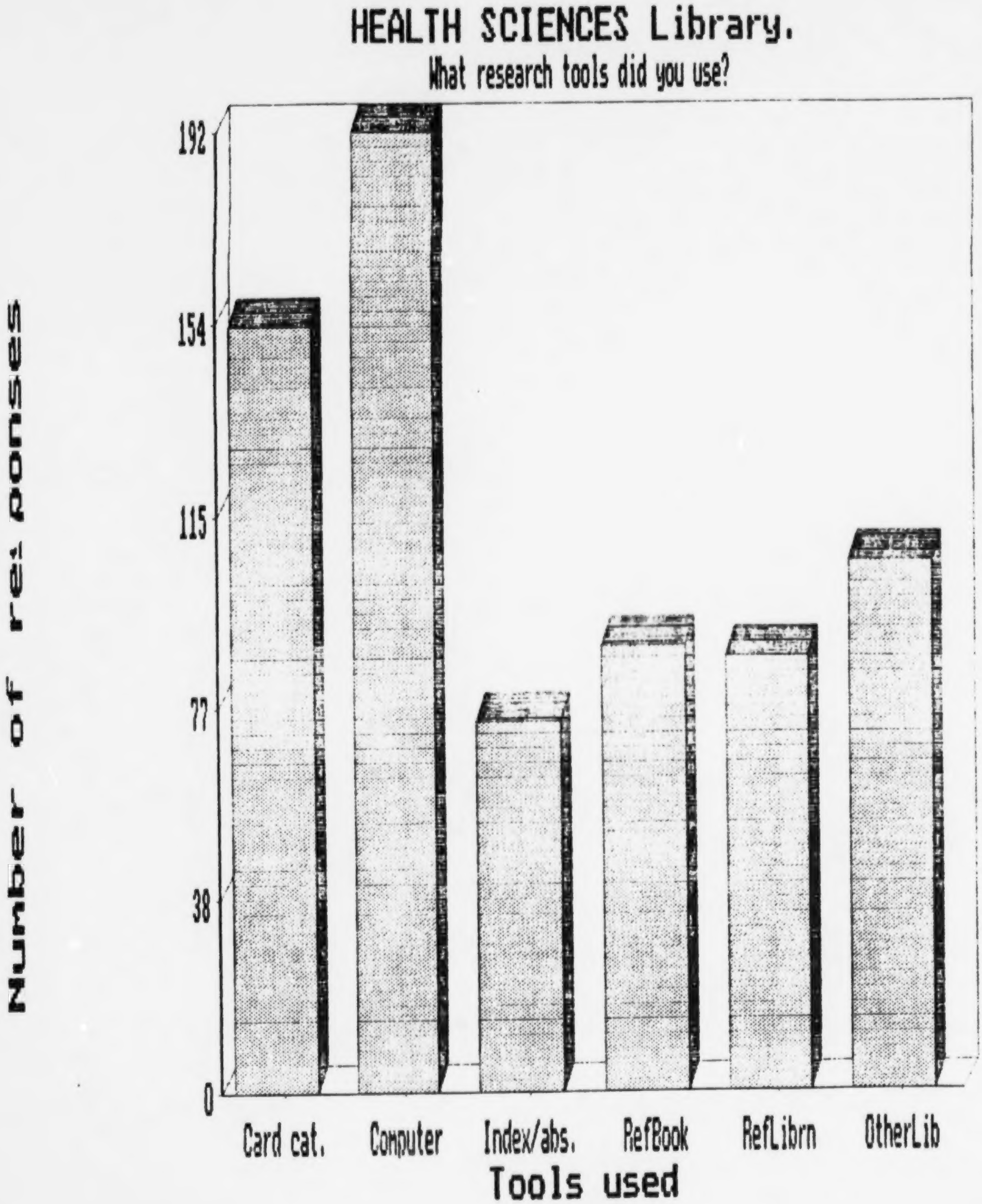
Total: 715

9. Are this library's hours adequate for your needs?

All of the time:	164(23%)
Most of the time:	365(51%)
Some of the time:	61(9%)
Occasionally inadequate:	53(7%)
Often inadequate:	30(4%)
No response:	42(6%)

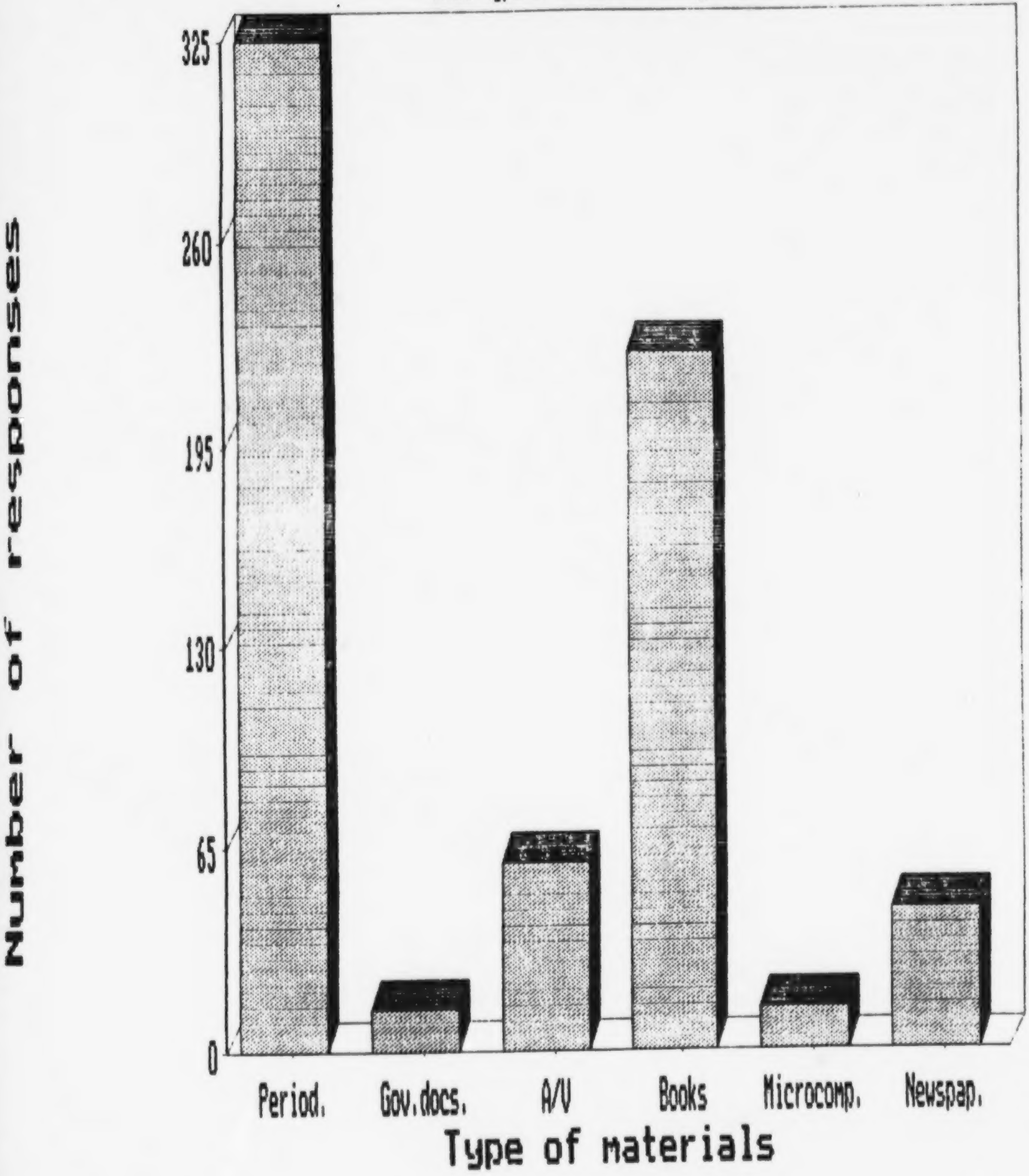
Total: 715


HEALTH SCIENCES Library.
Reason for Visiting Library Today?
Number of responses
390
312
234
156
78
0
Use res.tools
Quiet place
Borrow books
Photocopy
Reasons

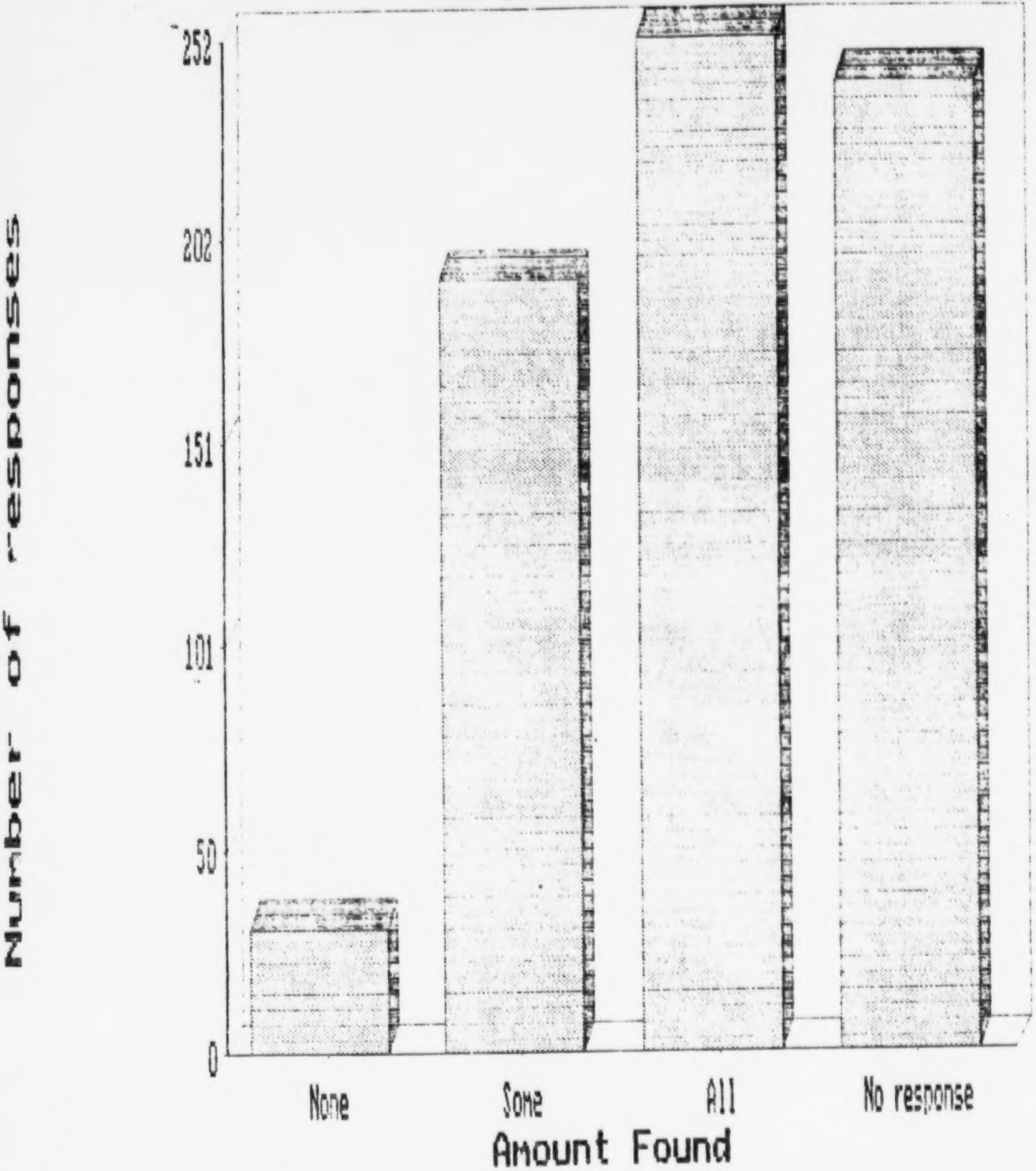

HEALTH SCIENCES Library.
What research tools did you use?
Number of responses
192
154
115
77
38
0
Card cat.
Computer
Index/abs.
RefBook
RefLibrn
OtherLib
Tools used

HEALTH SCIENCES library.

What type of materials did you use?

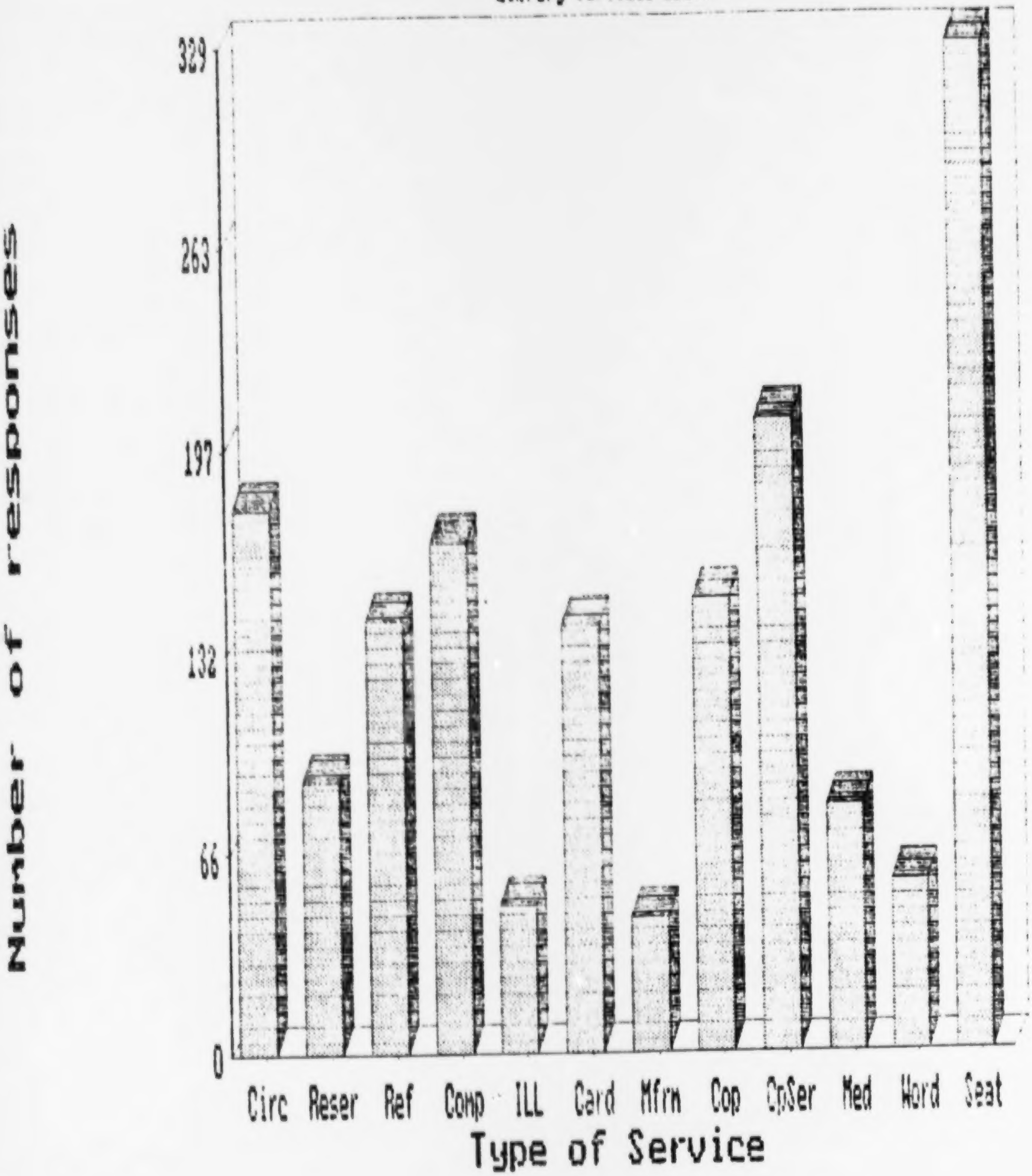


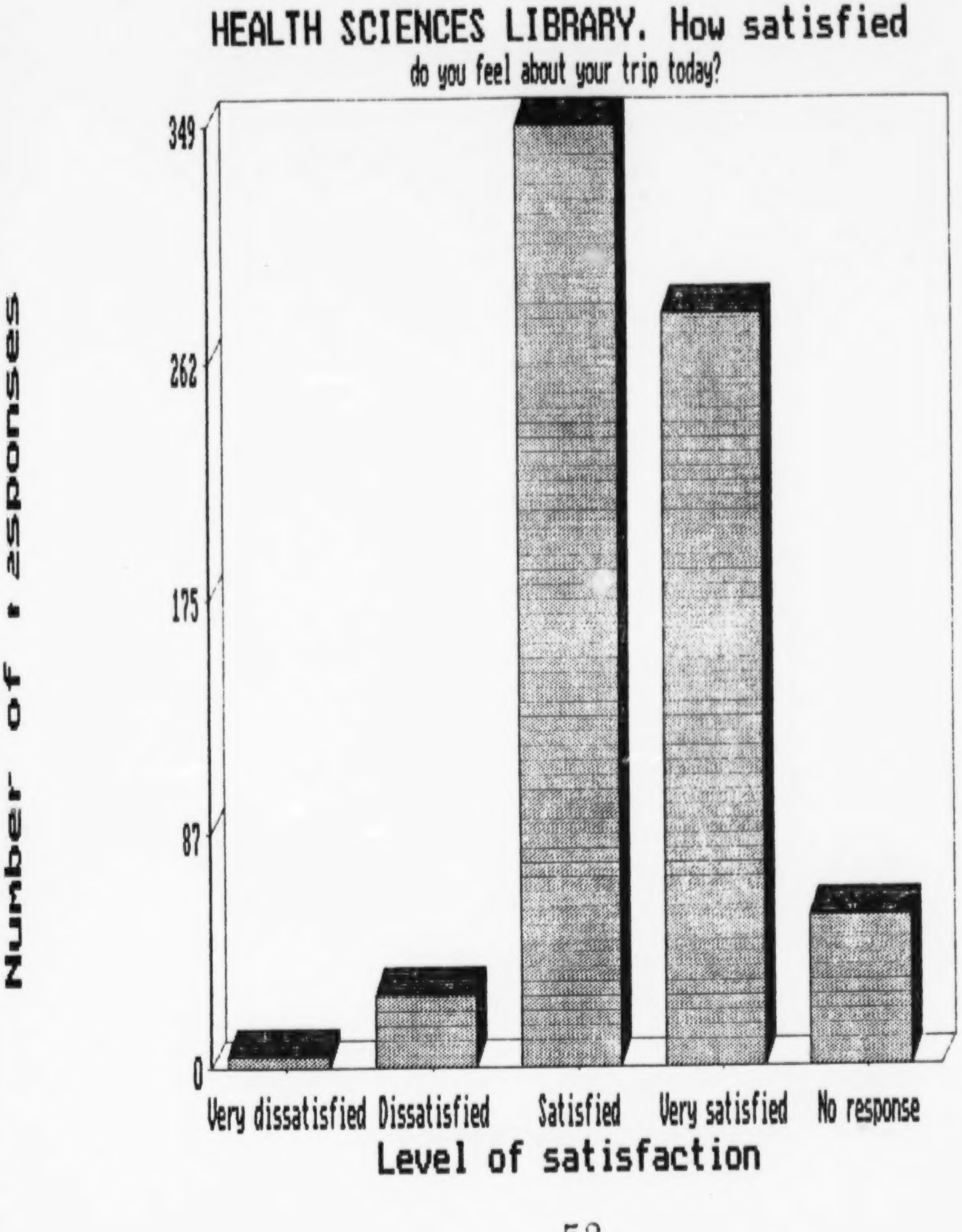
HEALTH SC. LIBRARY. Did you find the material you need in the library today?



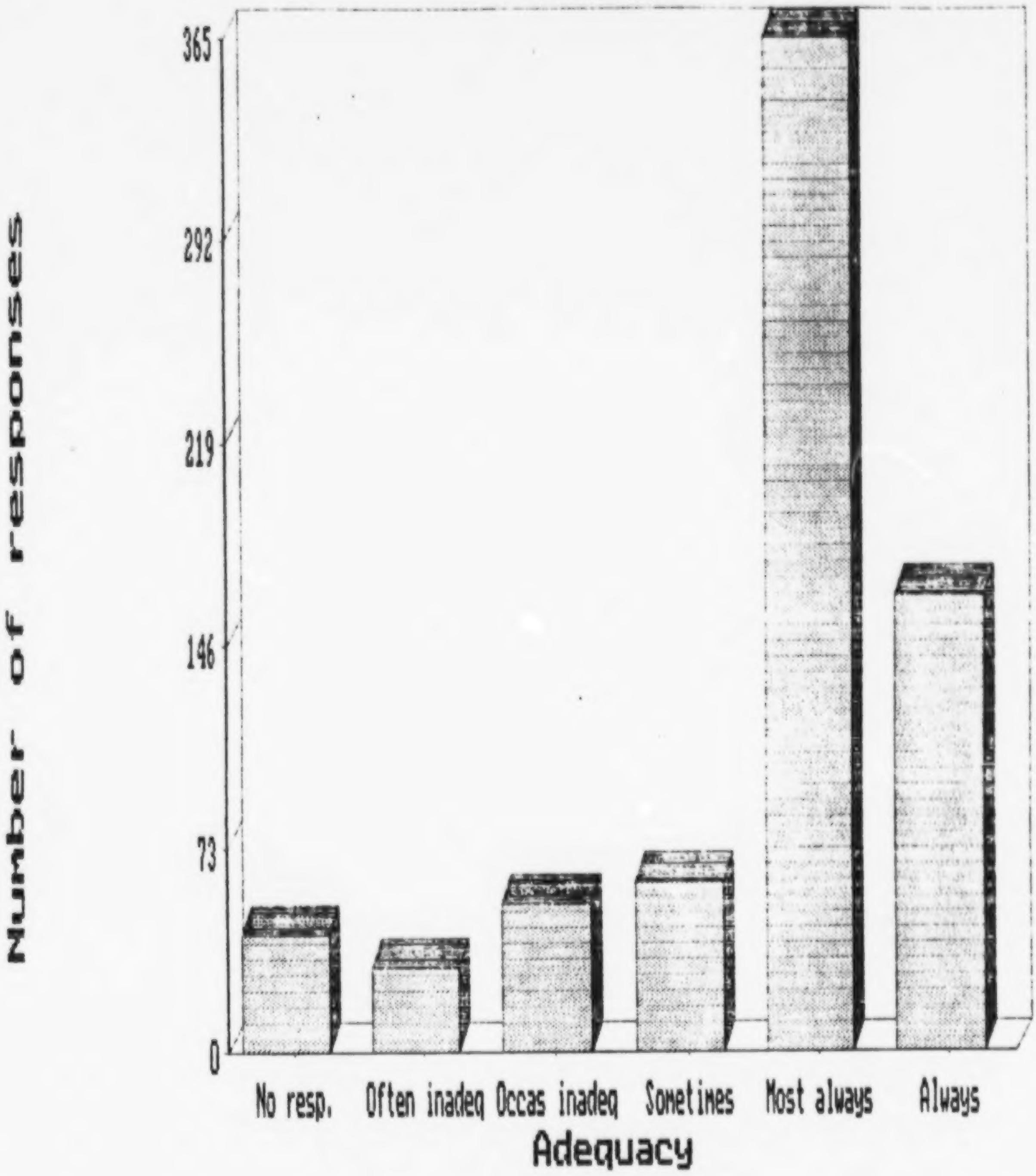
HEALTH SCIENCES Library.

Library Services Used.



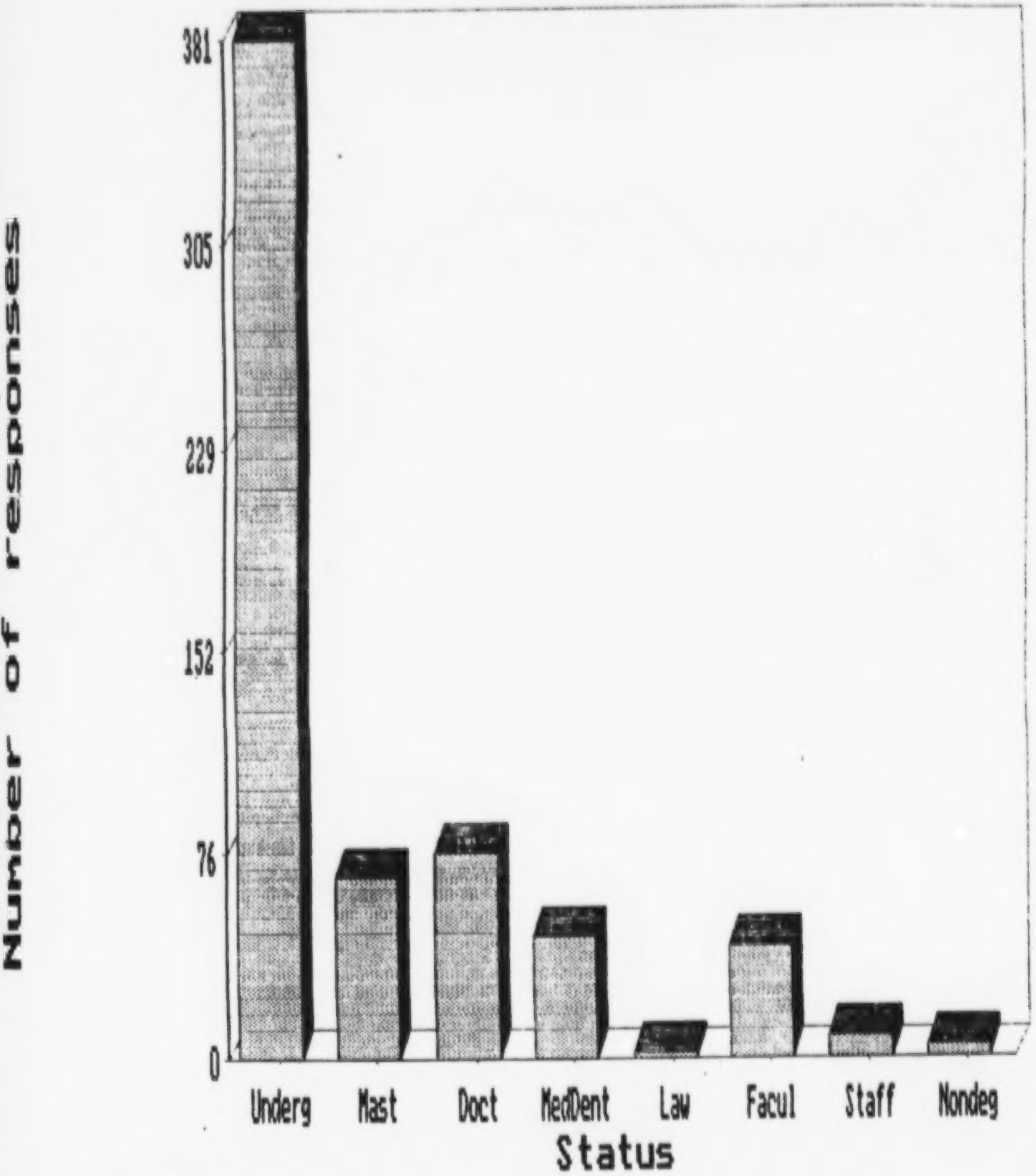

HEALTH SCIENCES LIBRARY. How satisfied
do you feel about your trip today?
349
262
175
87
0
Number of responses
Very dissatisfied
Dissatisfied
Satisfied
Very satisfied
No response
Level of satisfaction

HEALTH SC. LIBRARY. Are the library's hours adequate?



HEALTH SCIENCES Library:

Status of Library User.



LAW LIBRARY
SUMMARY COUNT AND BARCHARTS
1990 USER SURVEY

Total number of useable surveys returned: 702

1. What was your primary reason for visiting this library today?

Use research tools:	185(26%)
Quiet study:	480(68%)
Borrow/use library materials:	105(15%)
Use photocopy machine:	104(15%)

2. What research tools did you use to IDENTIFY the materials or information you needed?

Card catalog:	102(15%)
Computer:	134(19%)
Printed index/abstract:	59(8%)
Reference book:	90(13%)
Reference librarian:	95(14%)

3. Did your search identify any materials located at another UB library?

Yes:	99(14%)

4. What types of materials did you USE OR BORROW?

Periodicals/journals/magazines:	148(21%)
Government documents:	71(10%)
Audiovisuals:	20(3%)
Books:	189(27%)
Microforms:	23(3%)
Newspapers:	55(8%)

5. Did you FIND the materials or information you needed in the library today?

All:	198(28%)
Some:	129(18%)
None:	35(5%)
No response:	340(48%)

Total: 702

6. Indicate those services you used during your visit today and your level of satisfaction with each service used. Indicate all that apply and place a checkmark under the appropriate column.

		SATIS.	DISSAT.
Circulation:	121(17%)	112(93%)	9(7%)
Reserve:	88(13%)	86(98%)	2(2%)
Reference desk assistance:	120(17%)	113(94%)	7(6%)
Computer search:	103(15%)	93(90%)	10(10%)
Interlibrary loan:	28(4%)	22(79%)	6(21%)
Card catalog:	85(12%)	75(88%)	10(12%)
Microform equipment:	35(5%)	24(69%)	11(31%)
Self-service copier:	130(19%)	88(68%)	42(32%)
Photocopy service:	117(17%)	79(68%)	38(32%)
Media/audiovisual services:	33(5%)	29(88%)	4(12%)
Typewriters/word processors:	31(4%)	18(58%)	13(42%)
Seating:	324(46%)	270(83%)	54(17%)

7. Overall. how satisfied do you feel about your trip to the library today?

Very satisfied:	199(28%)
Satisfied:	386(55%)
Dissatisfied:	51(7%)
Very dissatisfied:	13(2%)
No response:	53(8%)

Total: 702

8. Please indicate your status:

Undergradute:	196(28%)
Master's candidate:	43(6%)
Doctoral candidate:	27(4%)
Medical/dental student:	4(1%)
Law student:	381(54%)
Faculty:	8(1%)
Staff:	1(1%)
Non-degree student:	3(1%)
Other/No response:	39(6%)

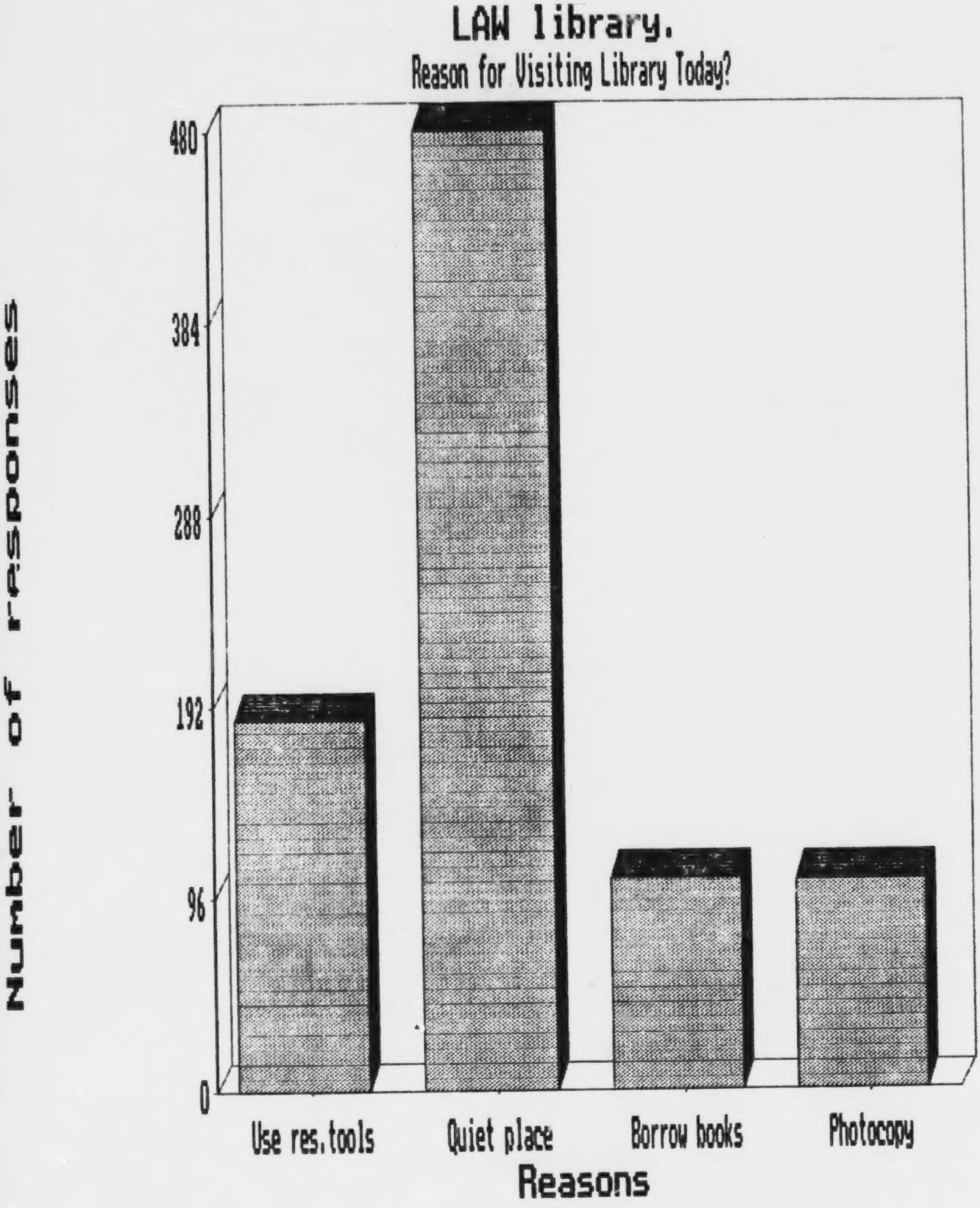
Total: 702

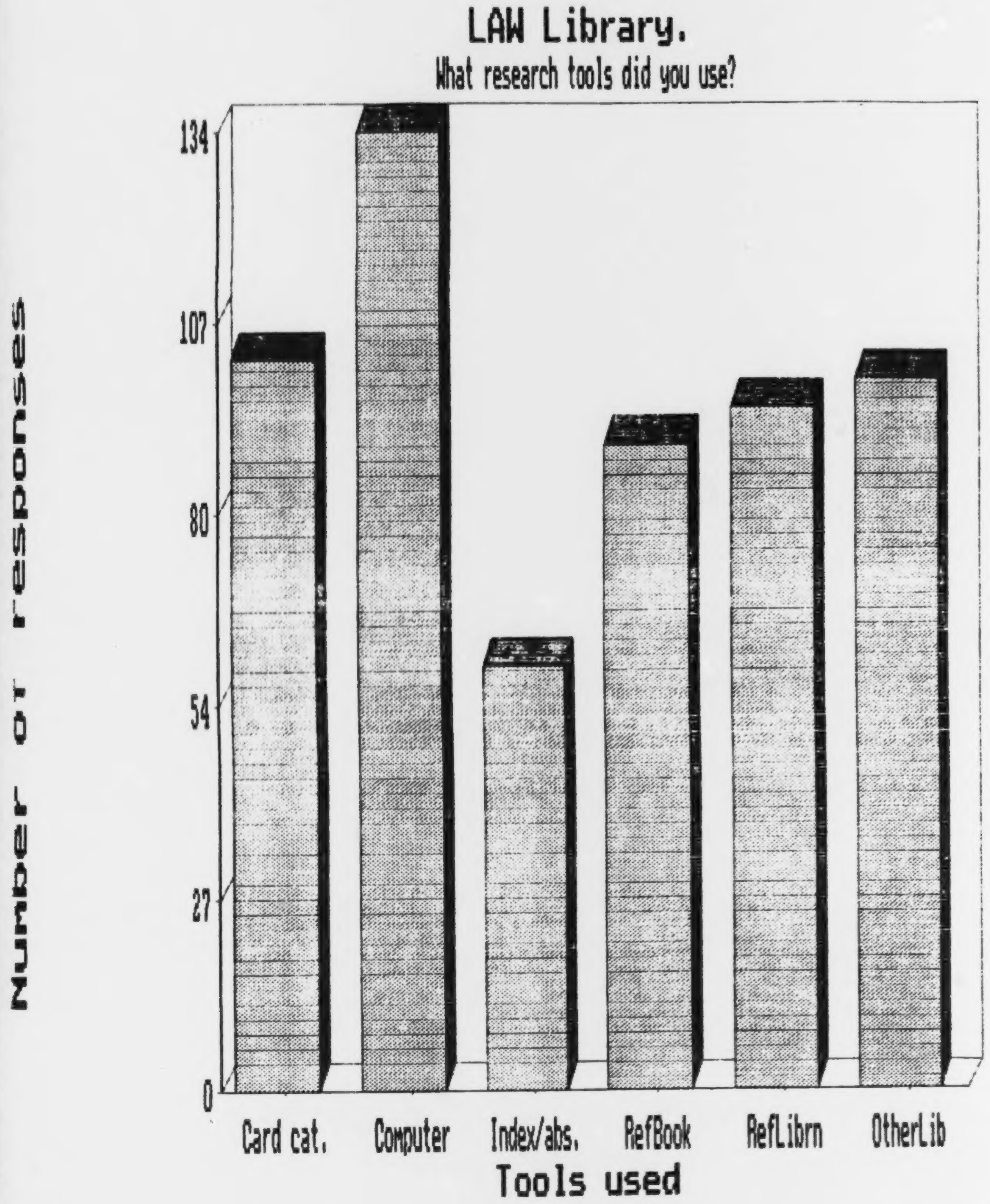
9. Are this library's hours adequate for your needs?

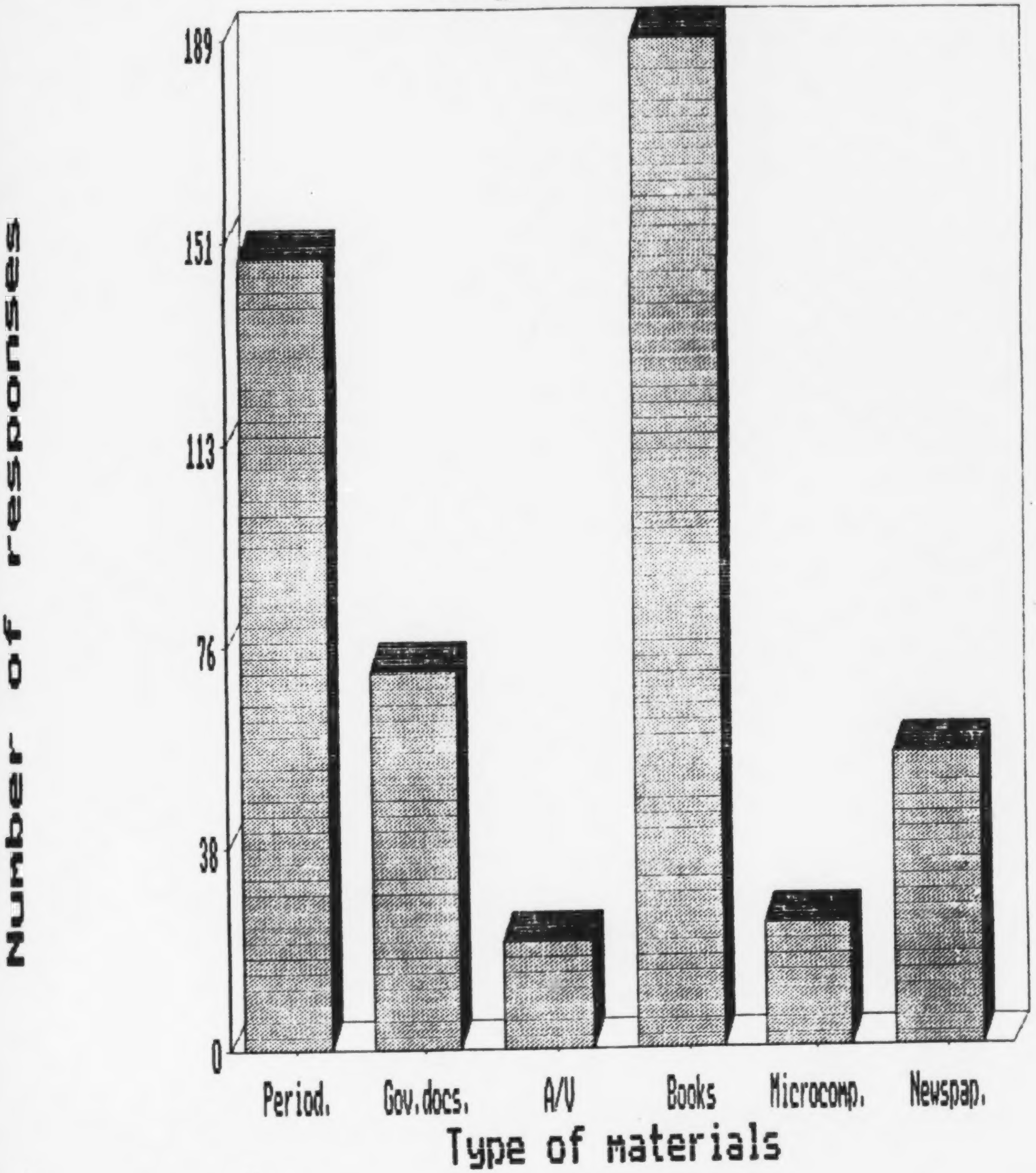
All of the time:	104(15%)
Most of the time:	379(54%)
Some of the time:	53(8%)
Occasionally inadequate:	74(11%)
Often inadequate:	61(9%)
No response:	31(4%)

Total: 702

BEST COPY AVAILABLE

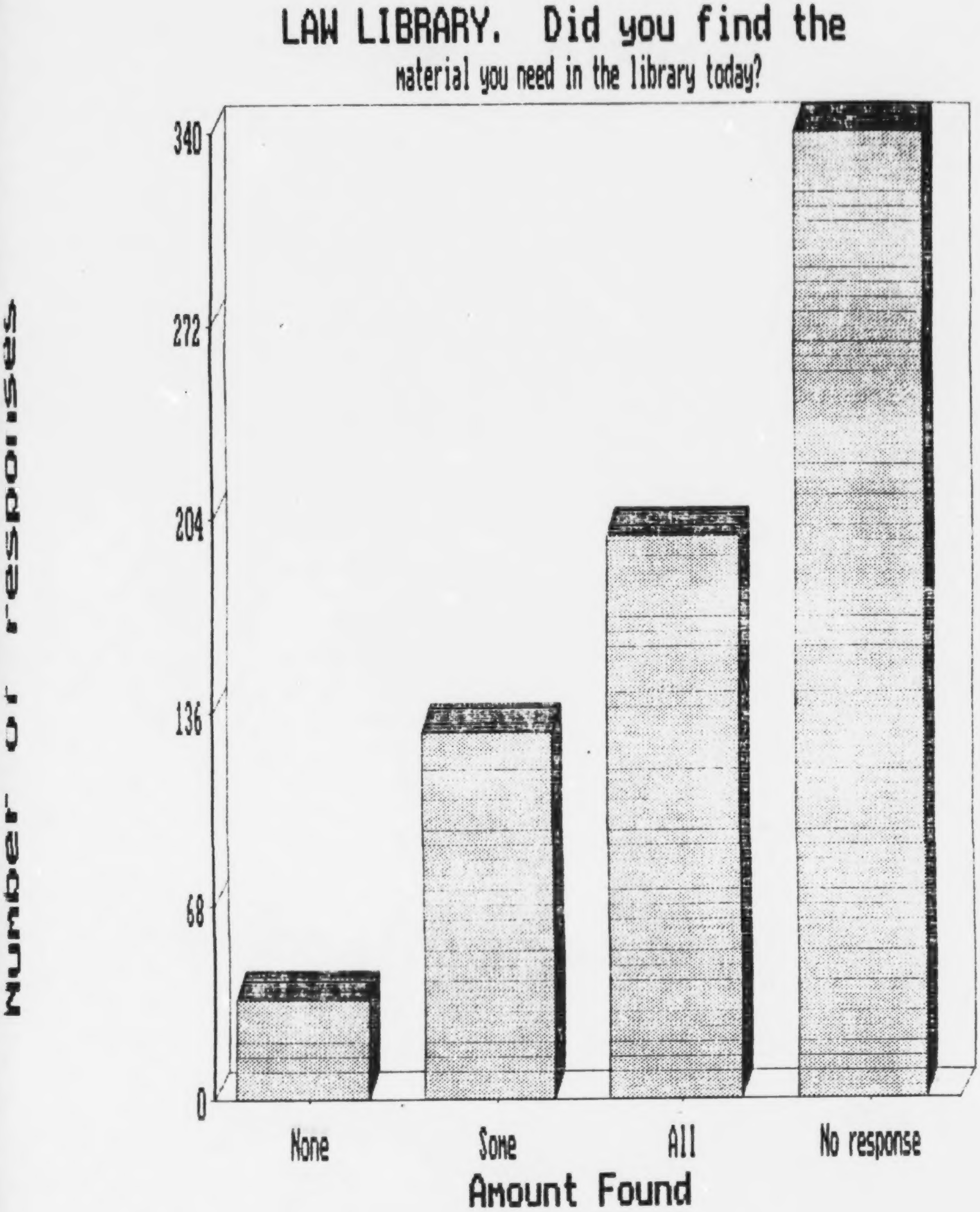

LAW library.
Reason for Visiting Library Today?
Number of responses
480
384
288
192
96
0
Use res.tools
Quiet place
Borrow books
Photocopy
Reasons


LAW Library.
What research tools did you use?
Number of responses
134
107
80
54
27
0
Card cat.
Computer
Index/abs.
RefBook
RefLibrn
OtherLib
Tools used

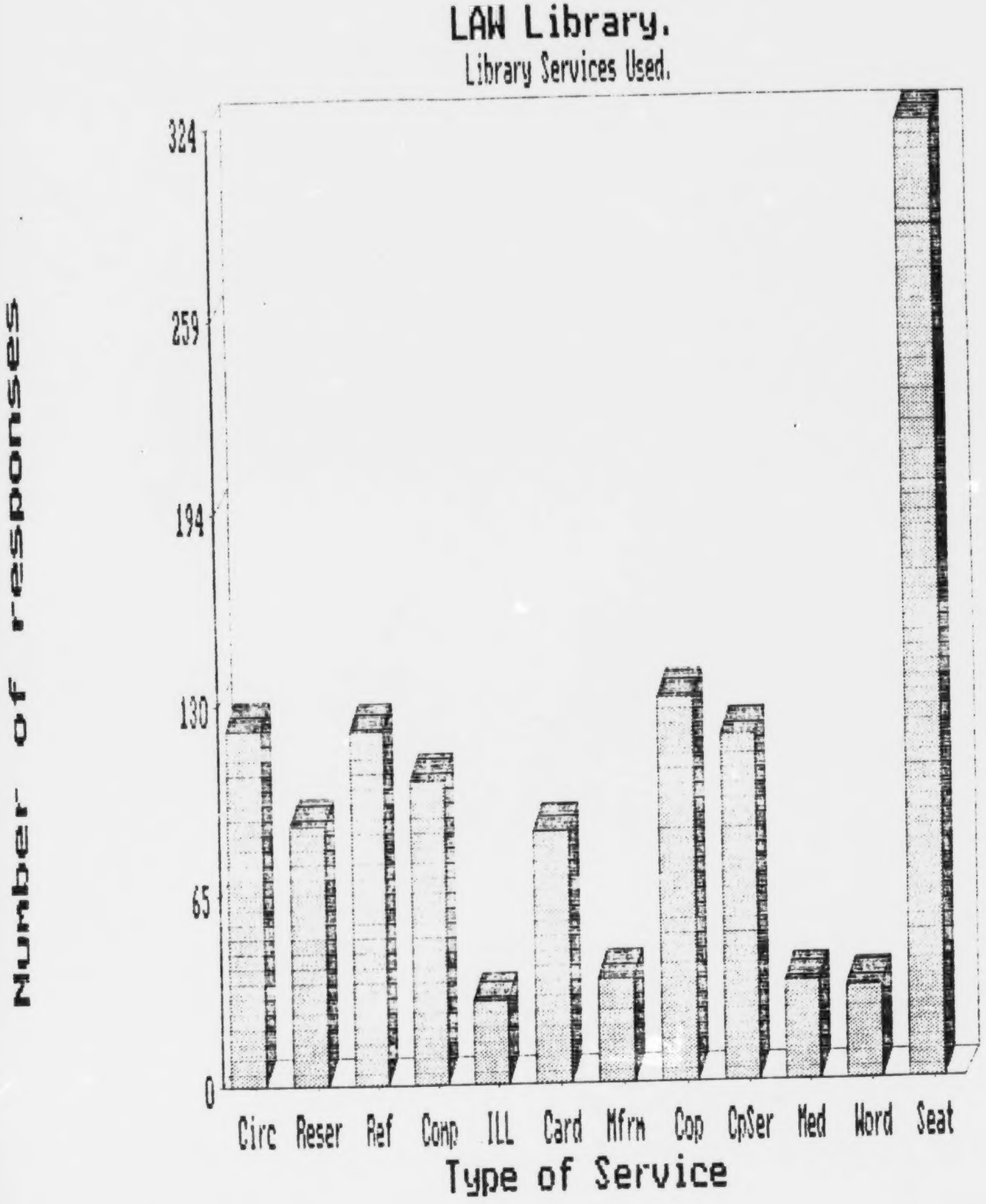


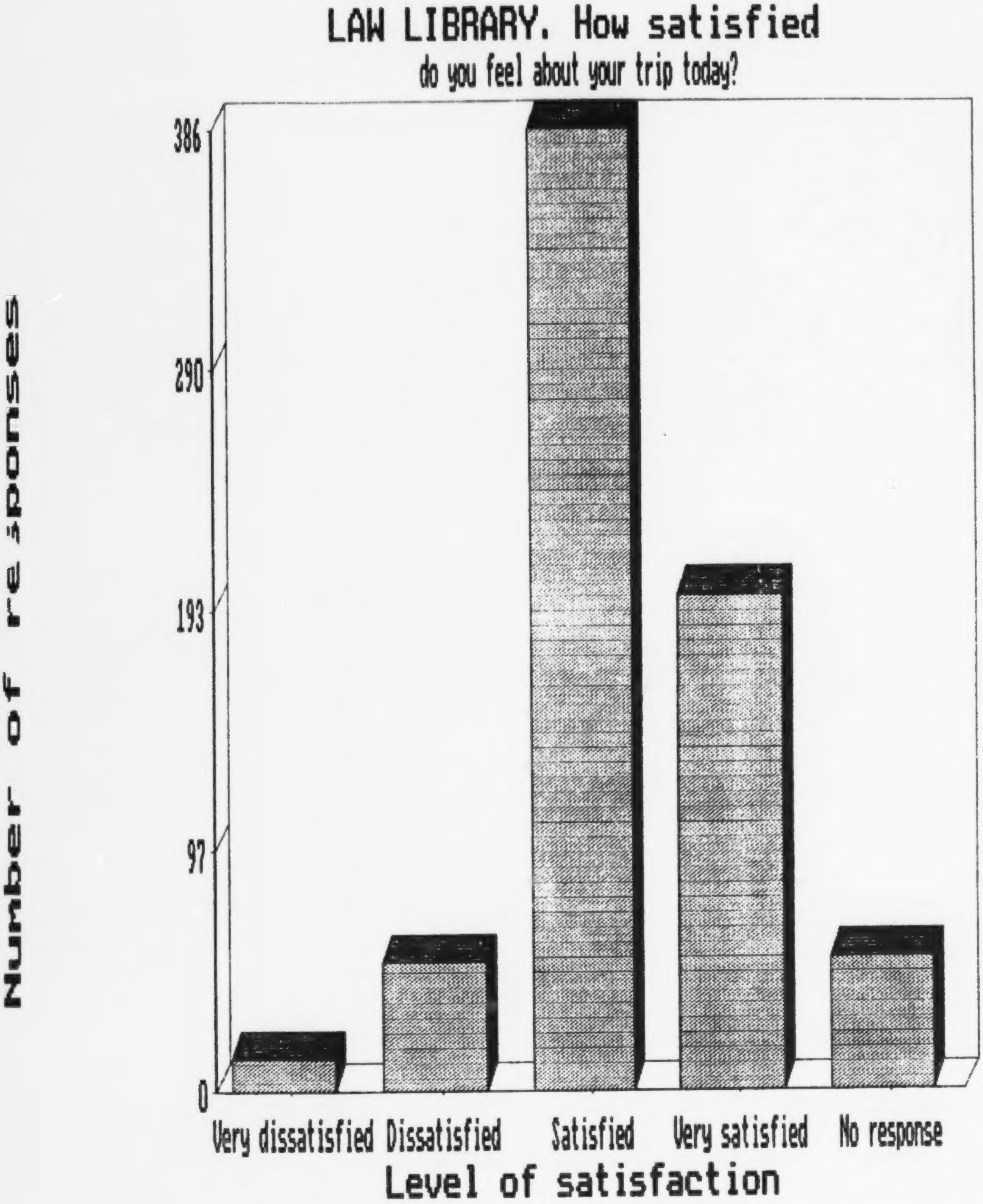
LAW library.

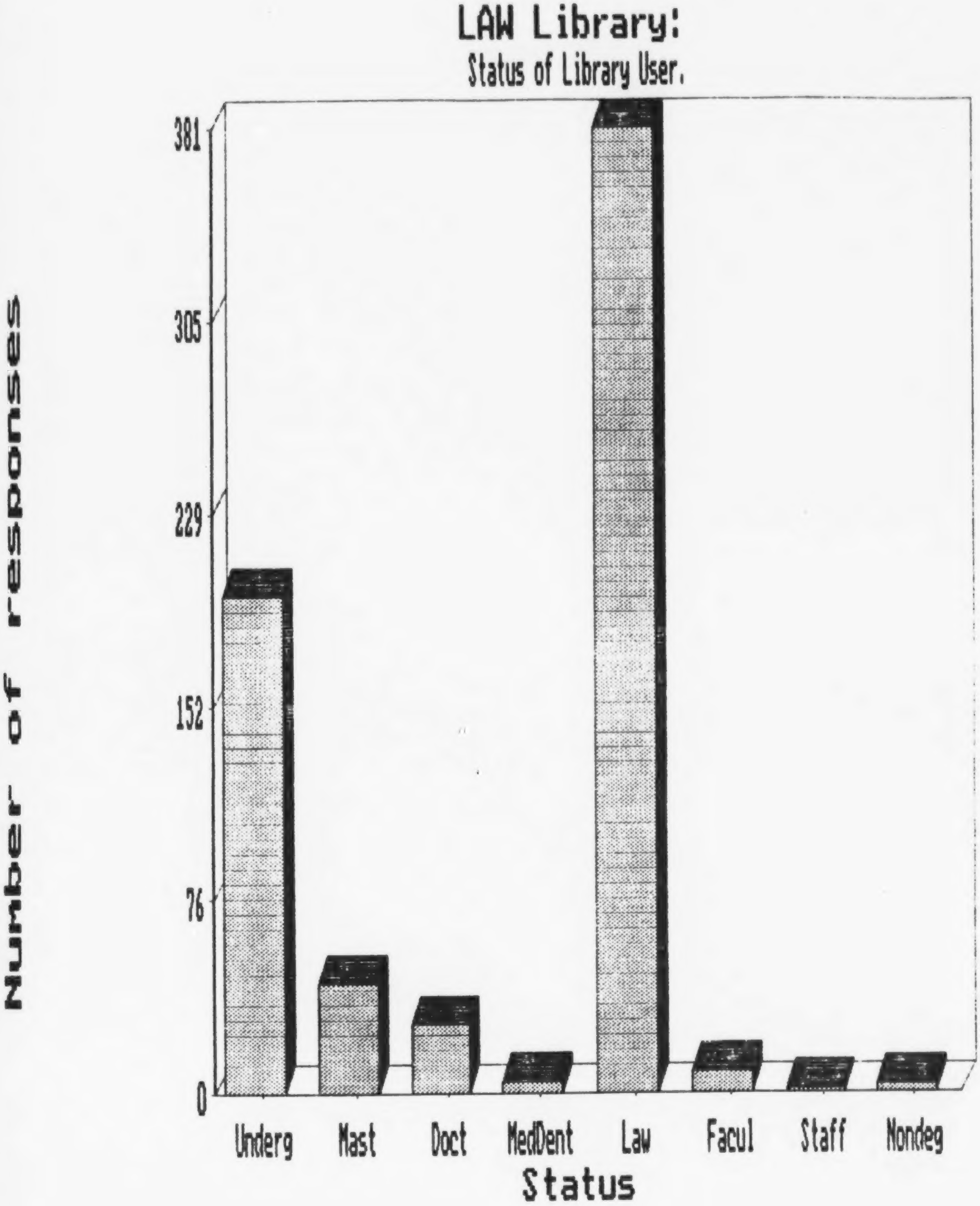
What type of materials did you use?



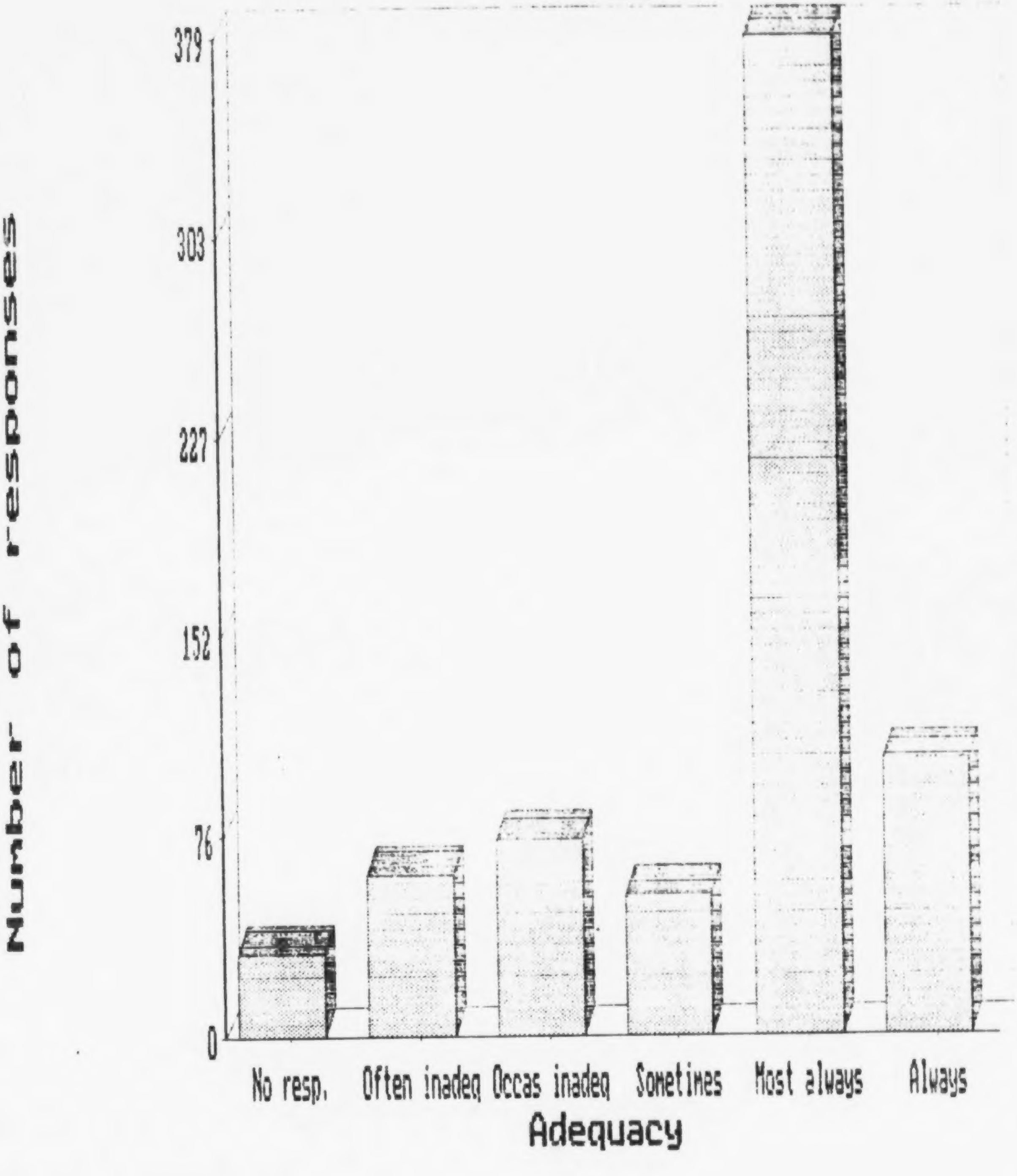
LAW LIBRARY. Did you find the
material you need in the library today?
Number of responses
0
68
136
204
272
340
None
Some
All
No response
Amount Found


LAW Library.
Library Services Used.
Number of responses
324
259
194
130
65
0
Circ
Reser
Ref
Comp
ILL
Card
Mfrm
Cop
CpSer
Med
Word
Seat
Type of Service


LAW LIBRARY. How satisfied
do you feel about your trip today?
Number of responses
386
290
193
97
0
Very dissatisfied
Dissatisfied
Satisfied
Very satisfied
No response
Level of satisfaction


LAW Library:
Status of Library User.
Number of responses
381
305
229
152
76
0
Underg
Mast
Doct
MedDent
Law
Facul
Staff
Nondeg
Status

LAW LIBRARY. Are the library's hours adequate?



LOCKWOOD LIBRARY
SUMMARY COUNT AND BARCHARTS
1990 USER SURVEY

Total number of useable surveys returned: 1327

1. What was your primary reason for visiting this library today?

Use research tools:	418(31%)
Quiet study:	683(51%)
Borrow/use library materials:	472(36%)
Use photocopy machine:	188(14%)

2. What research tools did you use to IDENTIFY the materials or information you needed?

Card catalog:	544(41%)
Computer:	236(18%)
Printed index/abstract:	174(13%)
Reference book:	196(15%)
Reference librarian:	195(15%)

3. Did your search identify any materials located at another UB library?

Yes:	361(27%)

4. What types of materials did you USE OR BORROW?

Periodicals/journals/magazines:	476(36%)
Government documents:	84(6%)
Audiovisuals:	17(1%)
Books:	625(47%)
Microforms:	85(6%)
Newspapers:	61(5%)

5. Did you FIND the materials or information you needed in the library today?

All:	328(25%)
Some:	491(37%)
None:	65(5%)
No response:	443(33%)

Total:
1327

6. Indicate those services you used during your visit today and your level of satisfaction with each service used. Indicate all that apply and place a checkmark under the appropriate column.

		SATIS.	DISSAT.
Circulation:	368(28%)	342(93%)	26(7%)
Reserve:	162(12%)	144(89%)	18(11%)
Reference desk assistance:	296(22%)	275(93%)	21(7%)
Computer search:	225(17%)	183(81%)	42(19%)
Interlibrary loan:	101(8%)	84(83%)	17(17%)
Card catalog:	422(32%)	355(84%)	67(16%)
Microform equipment:	124(9%)	104(84%)	20(16%)
Self-service copier:	280(21%)	186(66%)	94(34%)
Photocopy service:	187(14%)	130(70%)	57(30%)
Media/audiovisual services:	61(5%)	52(85%)	9(15%)
Typewriters/word processors:	70(5%)	46(66%)	24(34%)
Seating:	564(43%)	453(80%)	111(20%)

7. Overall, how satisfied do you feel about your trip to the library today?

Very satisfied:	348(26%)
Satisfied:	754(57%)
Dissatisfied:	100(8%)
Very dissatisfied:	19(1%)
No response:	106(8%)

Total: 1327

8. Please indicate your status:

Undergradute:	740(56%)
Master's candidate:	235(18%)
Doctoral candidate:	161(12%)
Medical/dental student:	4(1%)
Law student:	14(1%)
Faculty:	43(3%)
Staff:	11(1%)
Non-degree student:	10(1%)
Other/No response	109(8%)

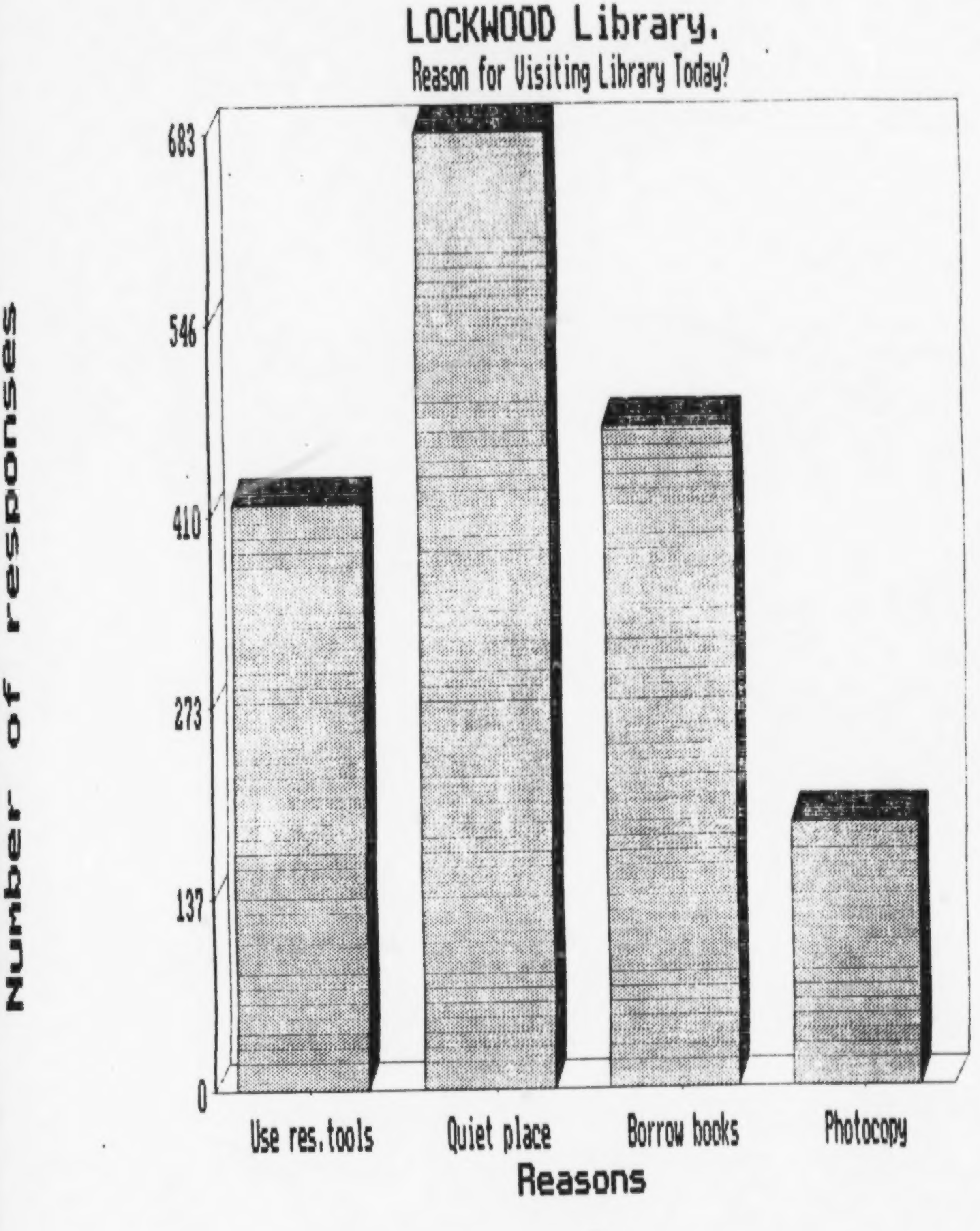
Total: 1327

9. Are this library's hours adequate for your needs?

All of the time:	299(23%)
Most of the time:	722(54%)
Some of the time:	71(5%)
Occasionally inadequate:	98(7%)
Often inadequate:	55(4%)
No response:	82(6%)

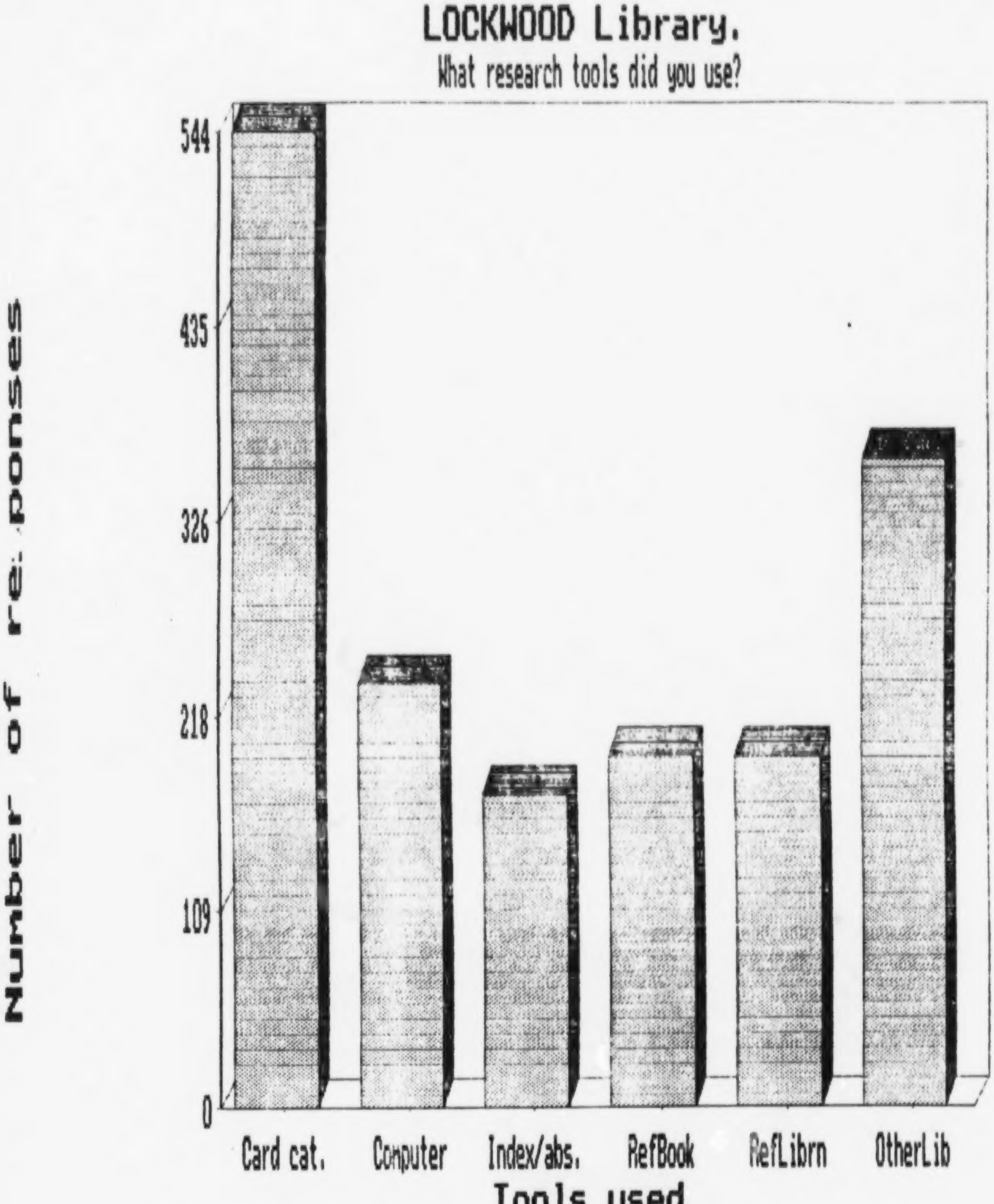
Total: 1327

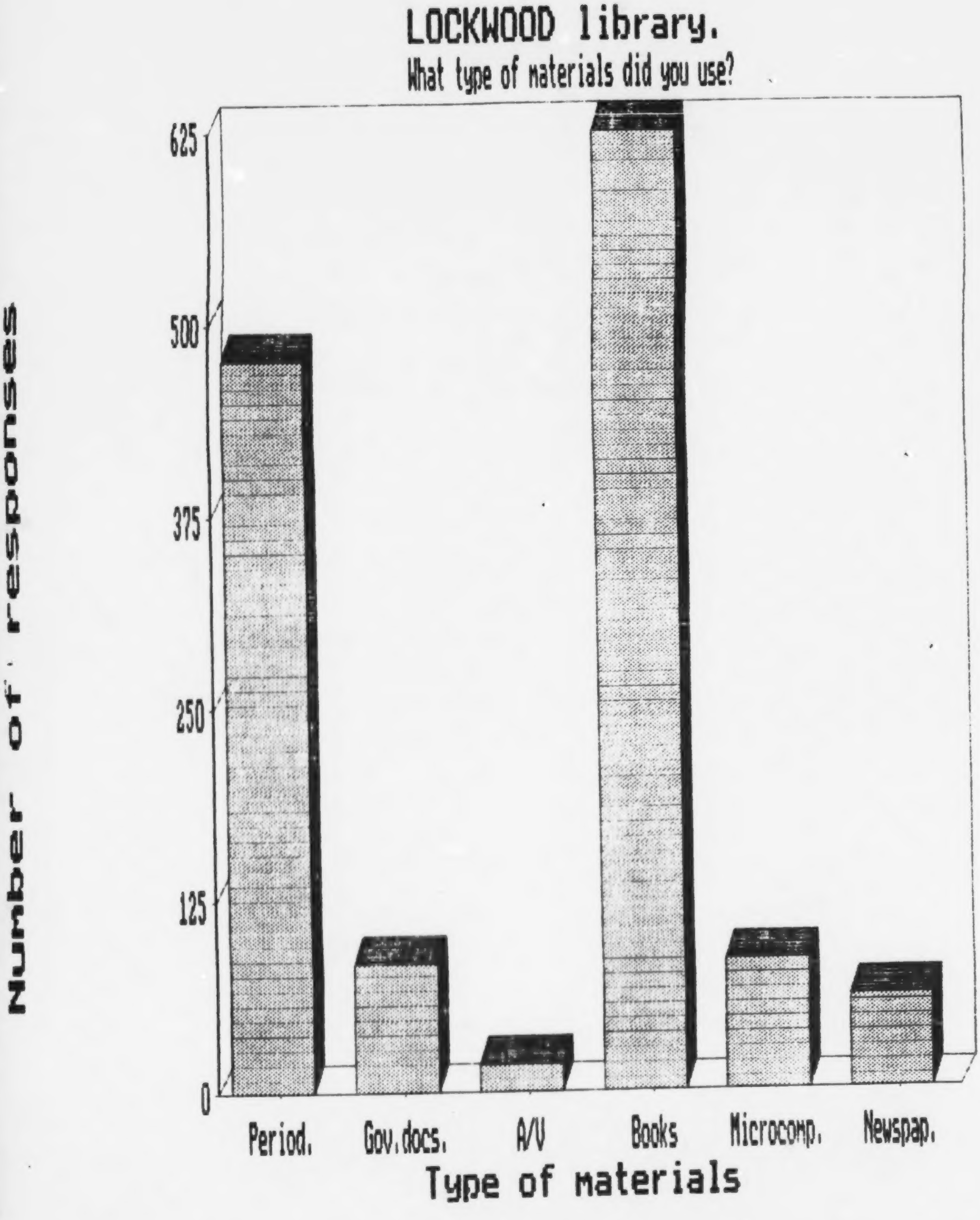
BEST COPY AVAILABLE

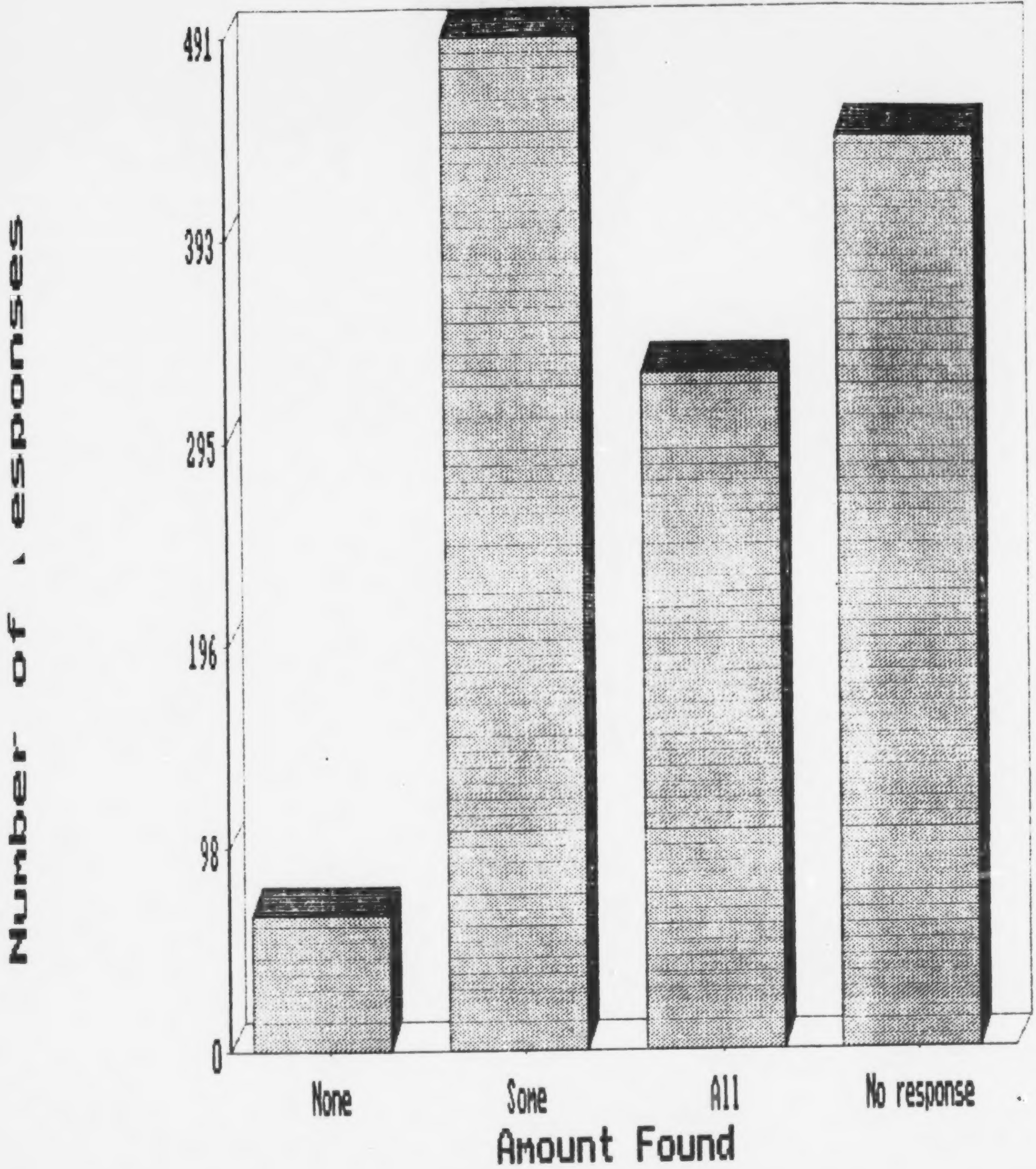


LOCKWOOD Library.

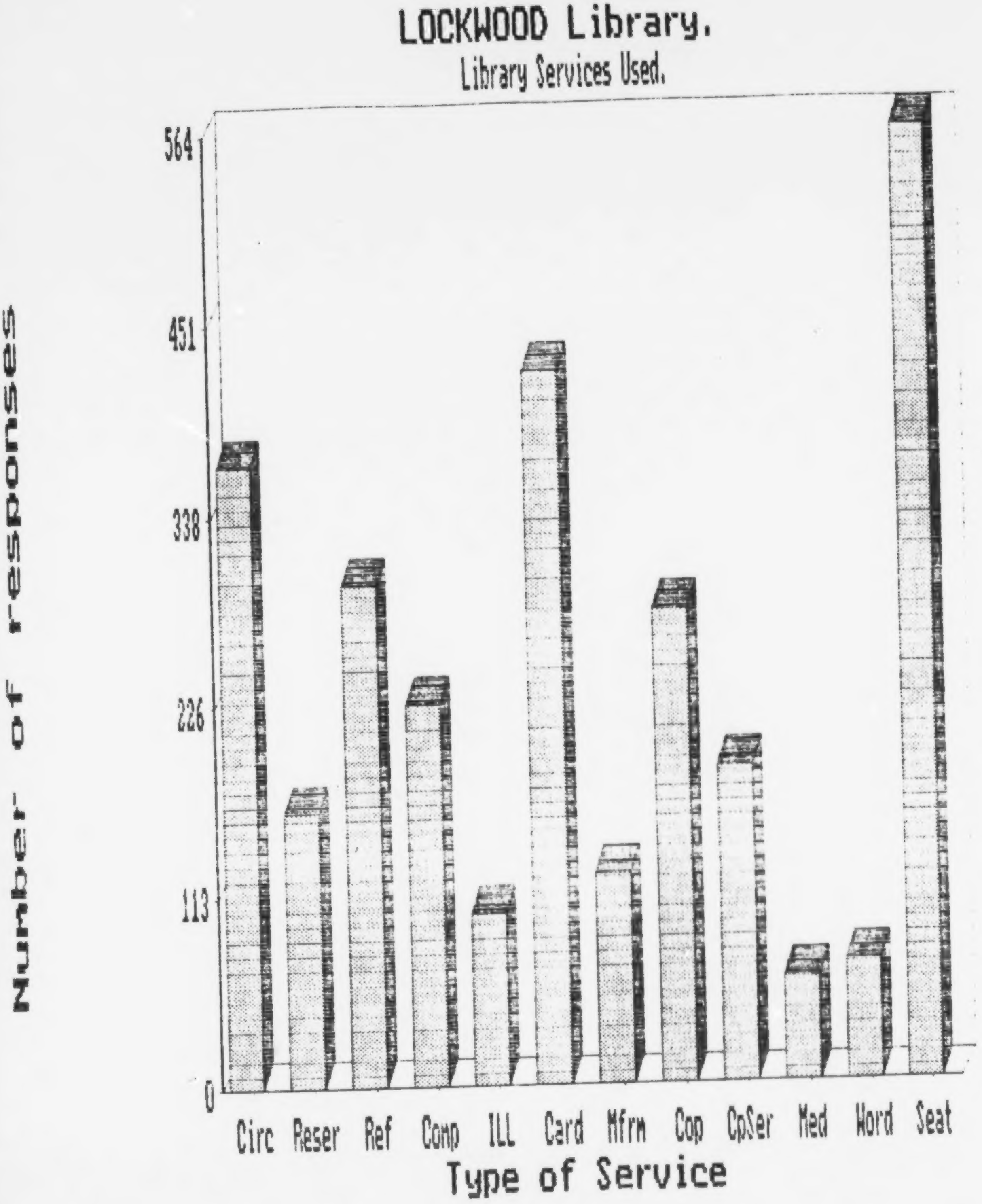
Reason for Visiting Library Today?

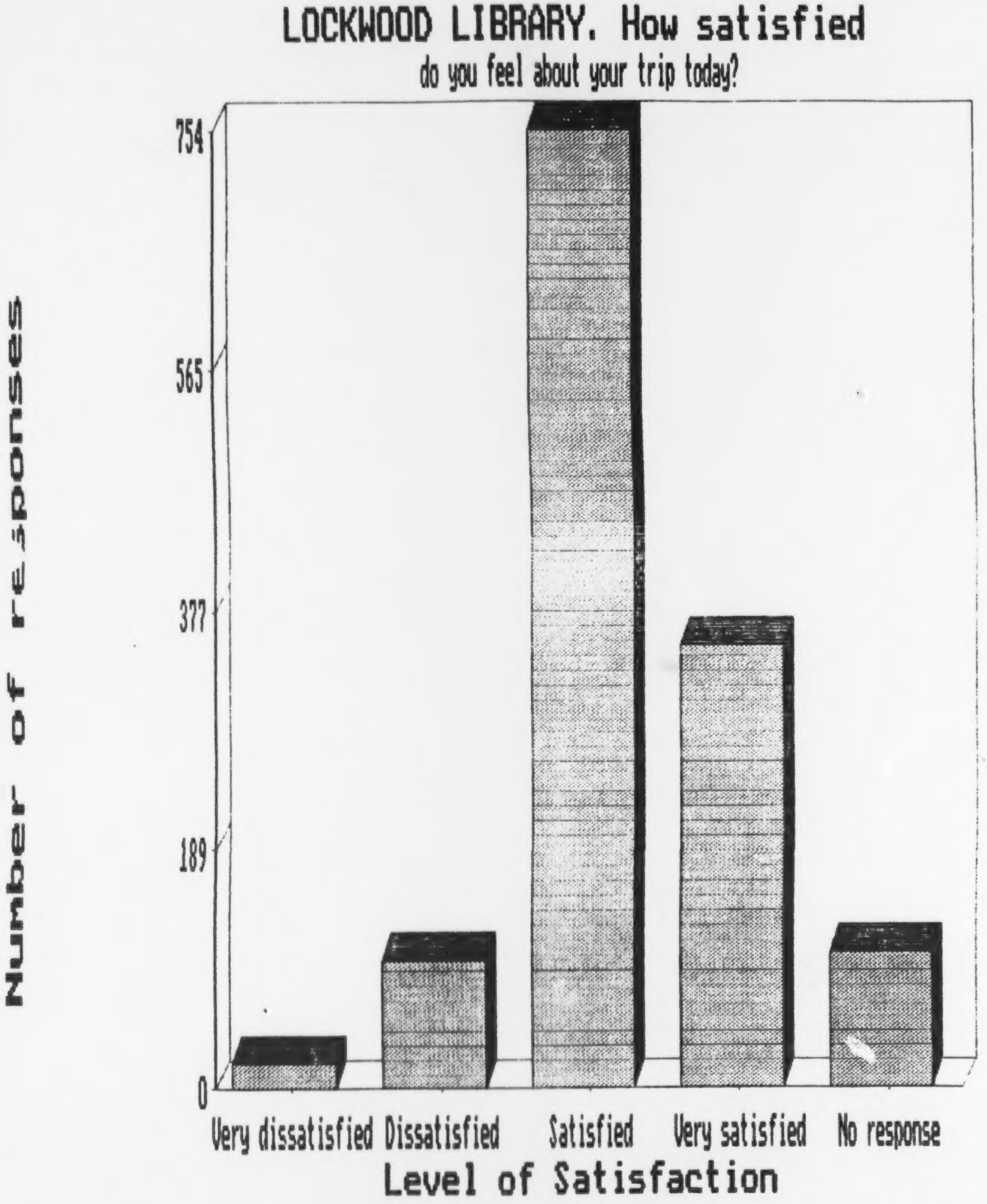

LOCKWOOD Library.
What research tools did you use?
Number of responses
544
435
326
218
109
0
Card cat.
Computer
Index/abs.
RefBook
RefLibrn
OtherLib
Tools used


LOCKWOOD library.
What type of materials did you use?
Number of responses
625
500
375
250
125
0
Period.
Gov.docs.
A/V
Books
Microcomp.
Newspap.
Type of materials



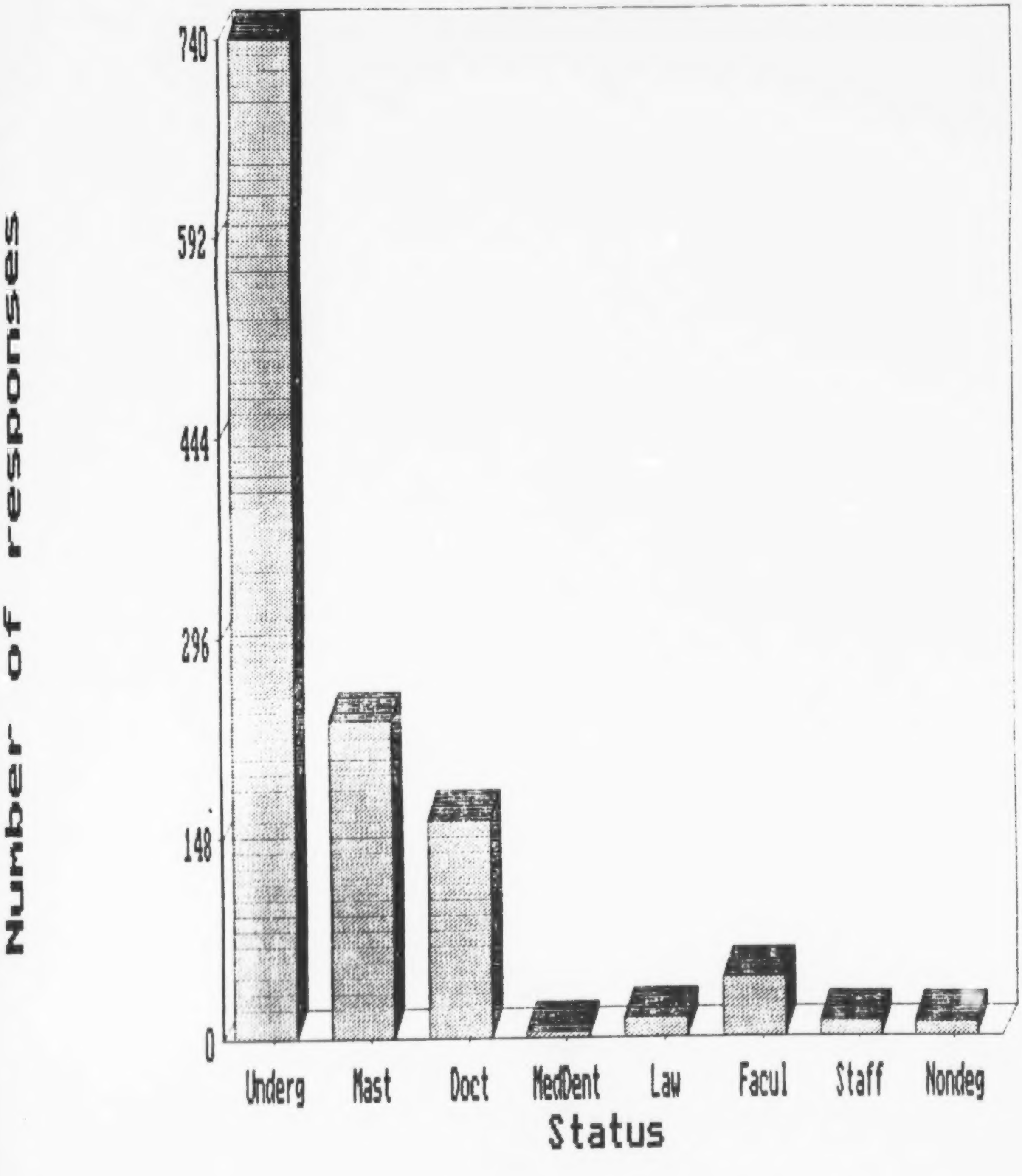
LOCKWOOD LIBRARY. Did you find the material you need in the library today?


LOCKWOOD Library.
Library Services Used.
Number of responses
564
451
338
226
113
0
Circ
Reser
Ref
Comp
ILL
Card
Mfrm
Cop
CpSer
Med
Word
Seat
Type of Service

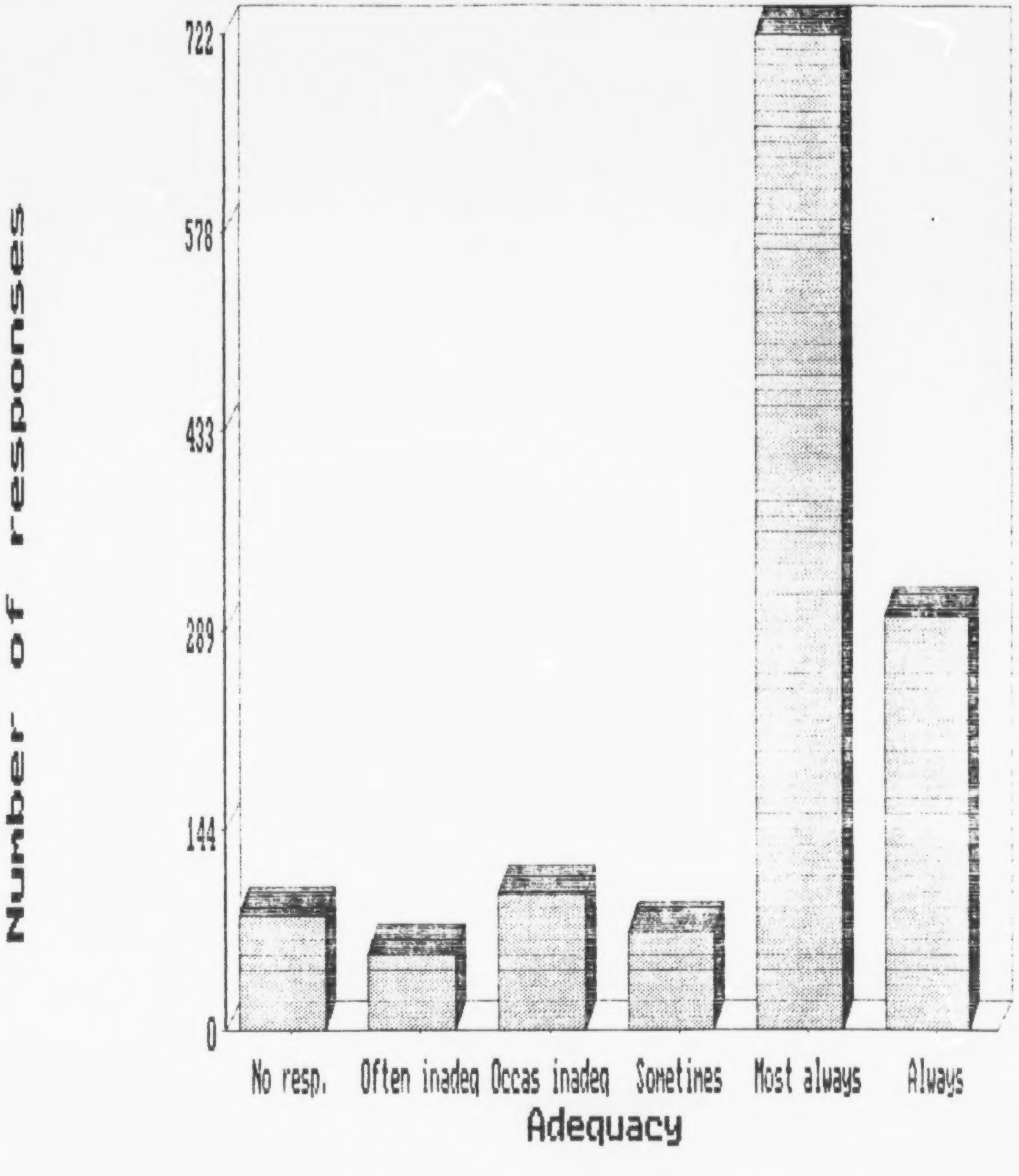

LOCKWOOD LIBRARY. How satisfied
do you feel about your trip today?
754
565
377
189
0
Number of responses
Very dissatisfied
Dissatisfied
Satisfied
Very satisfied
No response
Level of Satisfaction

LOCKWOOD Library:

Status of Library User.



LOCKWOOD LIBRARY. Are the library's hours adequate?



MUSIC LIBRARY
SUMMARY COUNT AND BARCHARTS
1990 USER SURVEY

Total number of useable surveys returned: 59

1. What was your primary reason for visiting this library today?

Use research tools:	16(27%)
Quiet study:	23(39%)
Borrow/use library materials:	26(44%)
Use photocopy machine:	3(5%)

2. What research tools did you use to IDENTIFY the materials or information you needed?

Card catalog:	41(69%)
Computer:	3(5%)
Printed index/abstract:	7(11%)
Reference book:	13(22%)
Reference librarian:	8(14%)

3. Did your search identify any materials located at another UB library?

Yes:	6(10%)

4. What types of materials did you USE OR BORROW?

Periodicals/journals/magazines:	19(32%)
Government documents:	0---
Audiovisuals:	11(19%)
Books:	24(41%)
Microforms:	2(3%)
Newspapers:	8(14%)

5. Did you FIND the materials or information you needed in the library today?

All:	30(51%)
Some:	18(31%)
None:	3(5%)
No response:	8(14%)

Total: 59

6. Indicate those services you used during your visit today and your level of satisfaction with each service used. Indicate all that apply and place a checkmark under the appropriate column.

		SATIS.	DISSAT.
Circulation:	32(54%)	30(94%)	2(6%)
Reserve:	22(37%)	21(95%)	1(5%)
Reference desk assistance:	25(42%)	24(96%)	1(4%)
Computer search:	7(12%)	6(86%)	1(14%)
Interlibrary loan:	8(14%)	5(63%)	3(37%)
Card catalog:	36(61%)	34(94%)	2(6%)
Microform equipment:	9(15%)	7(78%)	2(22%)
Self-service copier:	16(27%)	13(81%)	3(19%)
Photocopy service:	16(27%)	12(75%)	4(25%)
Media/audiovisual services:	17(29%)	12(71%)	5(29%)
Typewriters/word processors:	10(17%)	5(50%)	5(50%)
Seating:	28(47%)	27(96%)	1(4%)

7. Overall, how satisfied do you feel about your trip to this library today?

Very satisfied:	30(51%)
Satisfied:	22(37%)
Dissatisfied:	3(5%)
Very dissatisfied:	1(2%)
No response:	3(5%)

Total: 59

8. Please indicate your status:

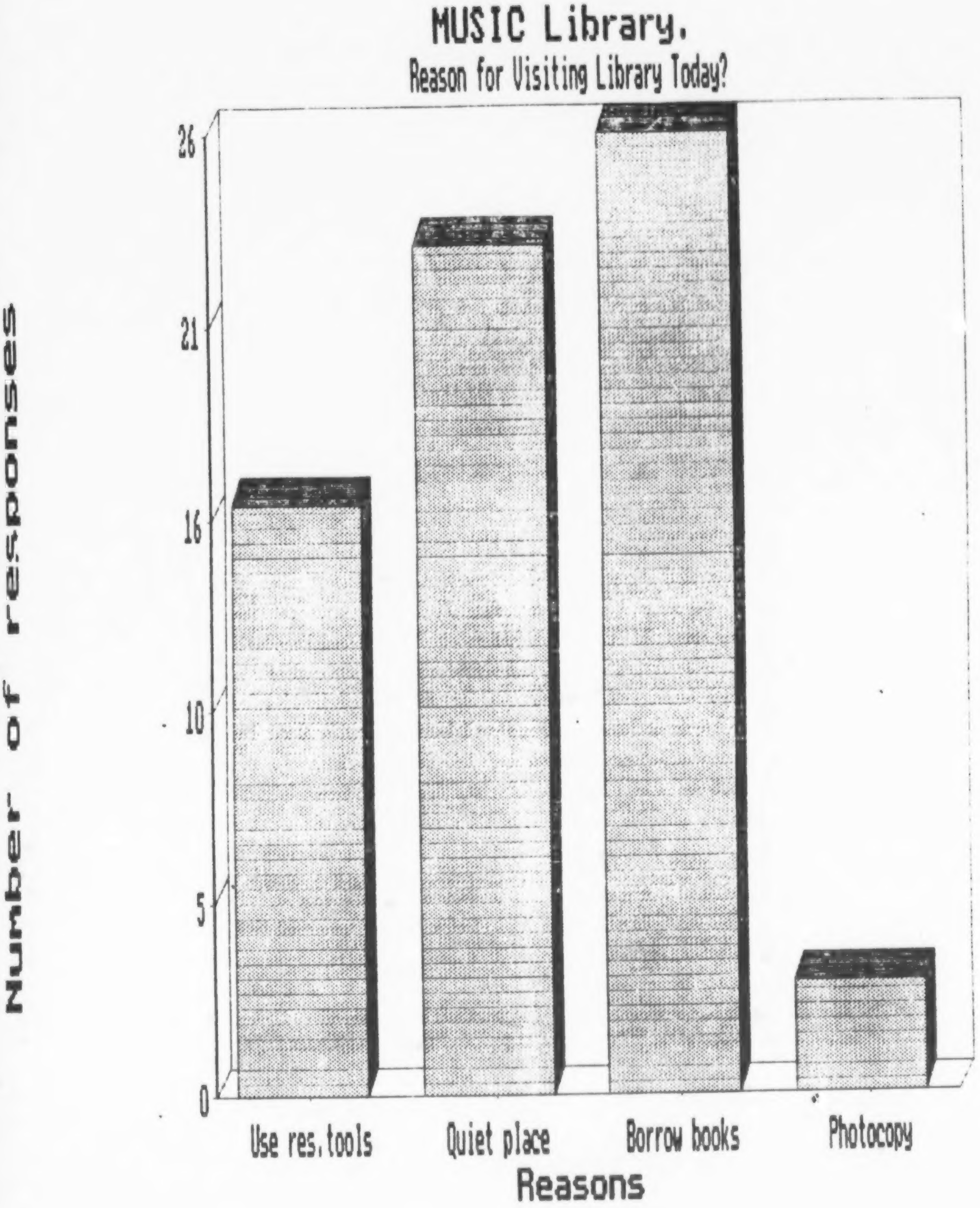
Undergraduate:	29(49%)
Master's candidate:	10(17%)
Doctoral candidate:	9(15%)
Medical/dental student:	0---
Law student:	1(2%)
Faculty:	3(5%)
Staff:	1(2%)
Non-degree student:	2(3%)
Other/No response:	5(8%)

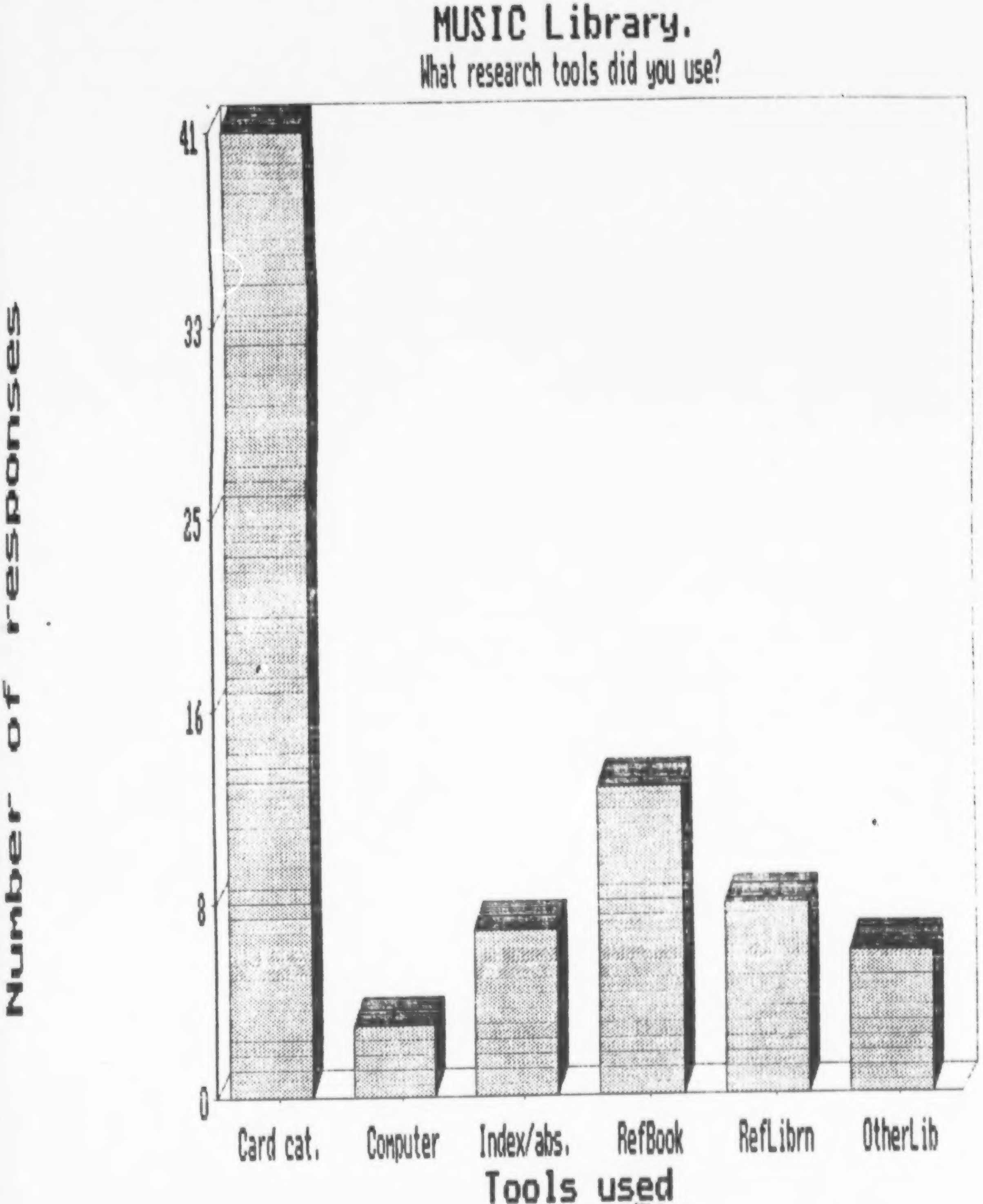
Total: 59

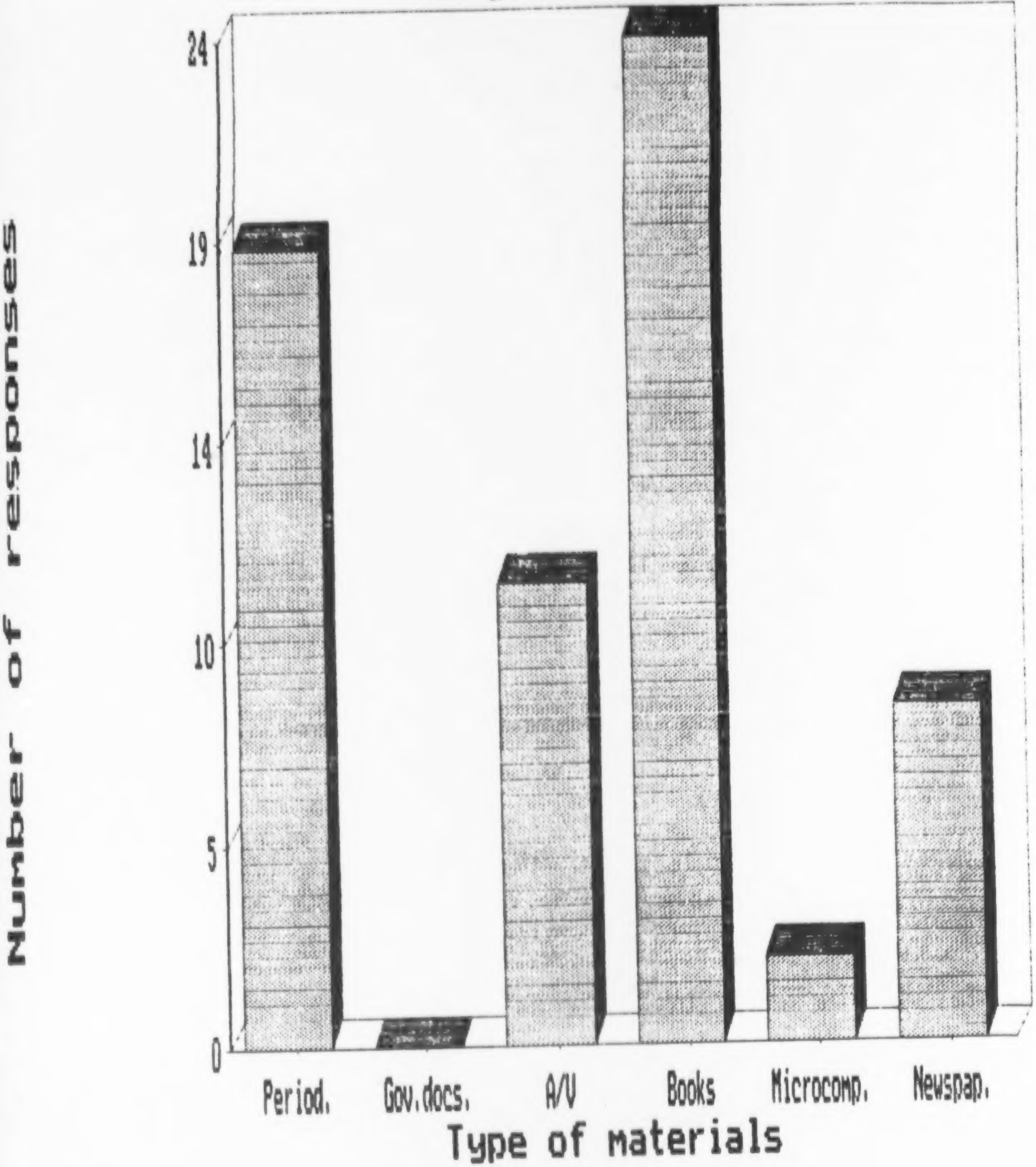
9. Are this library's hours adequate for your needs?

All of the time:	9(15%)
Most of the time:	23(39%)
Some of the time:	8(14%)
Occasionally inadequate:	14(24%)
Often inadequate:	4(7%)
No response:	1(2%)

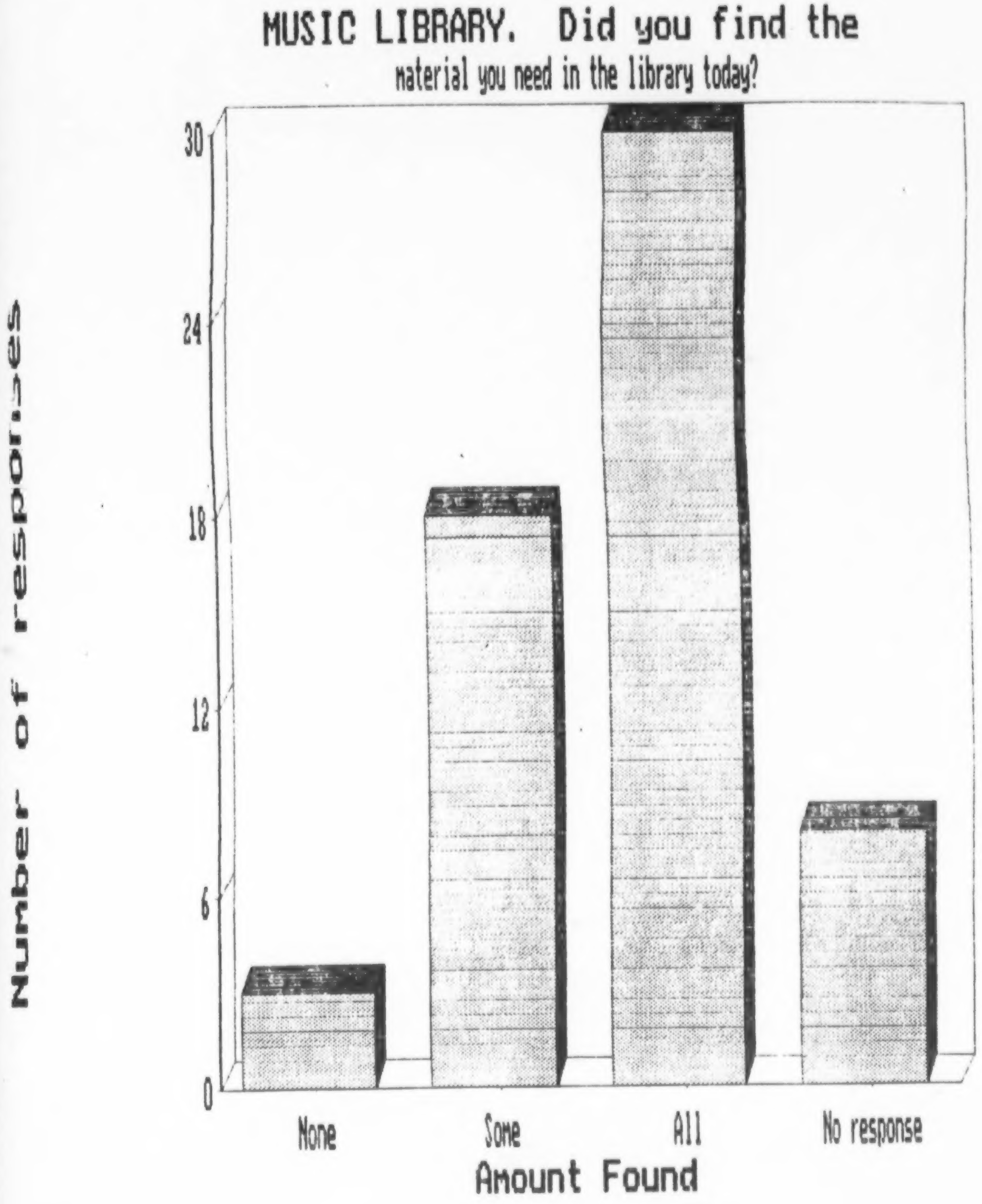
Total: 59


MUSIC Library.
Reason for Visiting Library Today?
Number of responses
26
21
16
10
5
0
Use res.tools
Quiet place
Borrow books
Photocopy
Reasons


MUSIC Library.
What research tools did you use?
Number of responses
41
33
25
16
8
0
Card cat.
Computer
Index/abs.
RefBook
RefLibrn
OtherLib
Tools used

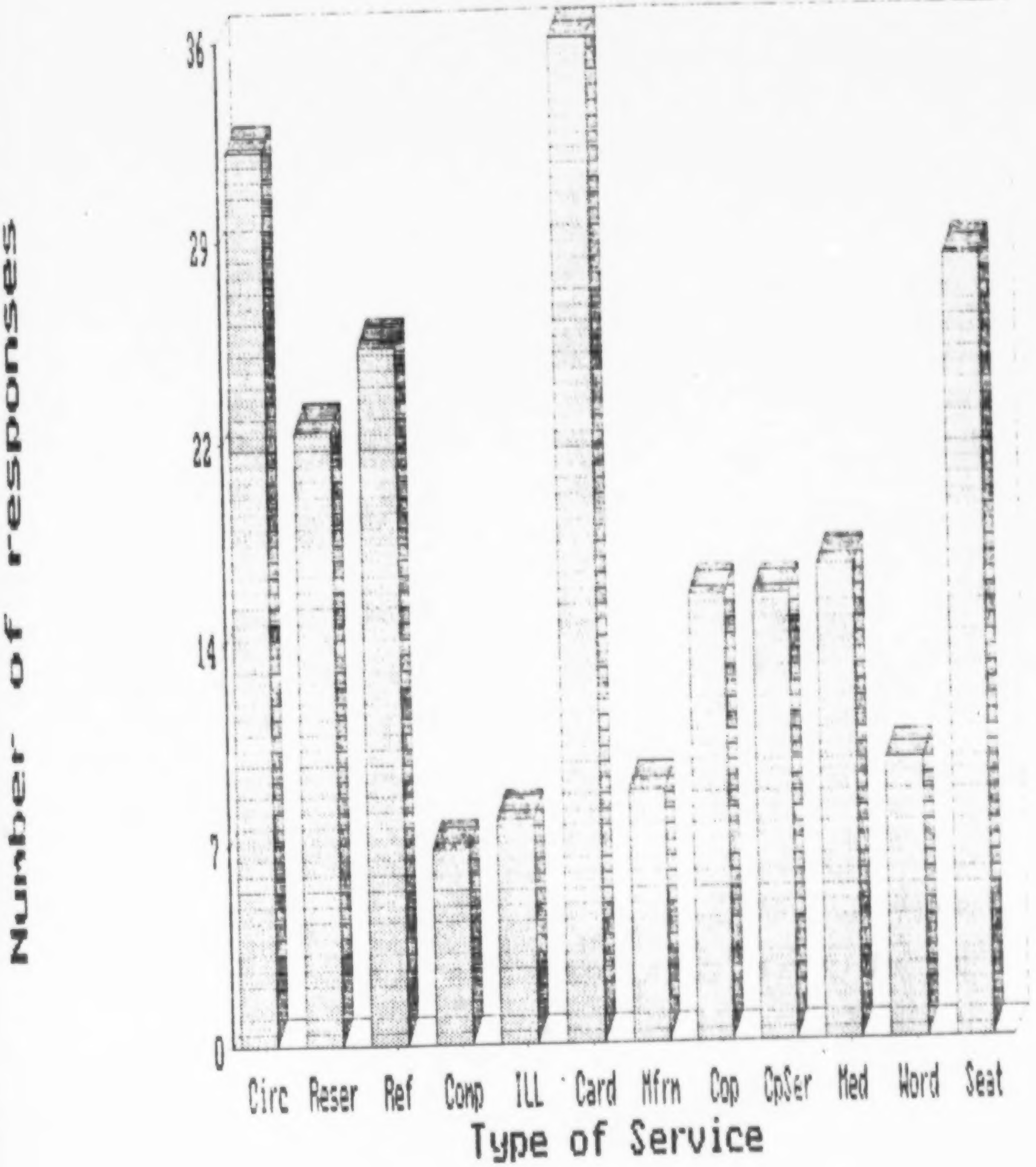


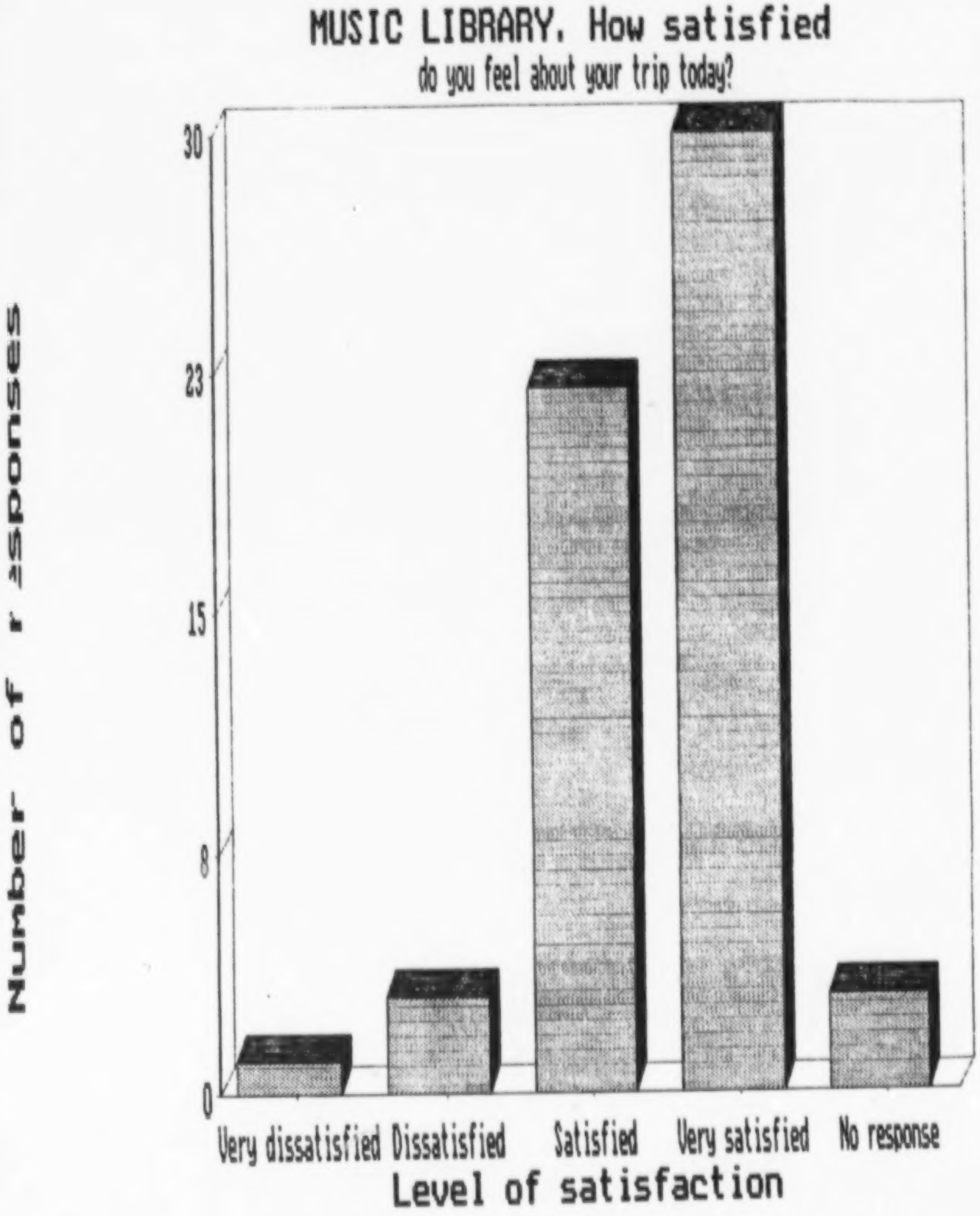
MUSIC Library.
What type of materials did you use?

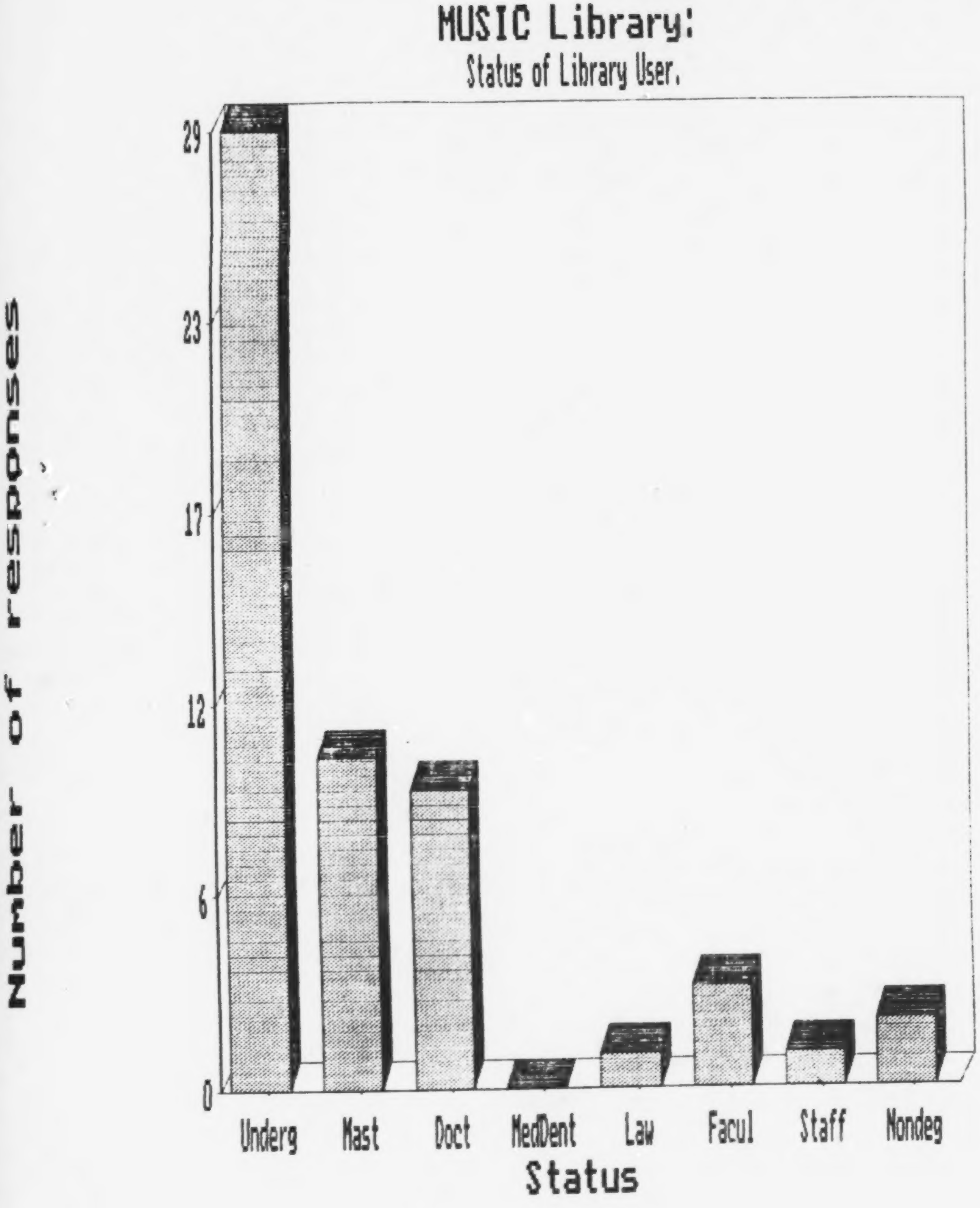

MUSIC LIBRARY. Did you find the
material you need in the library today?
Number of responses
30
24
18
12
6
0
None
Some
All
No response
Amount Found

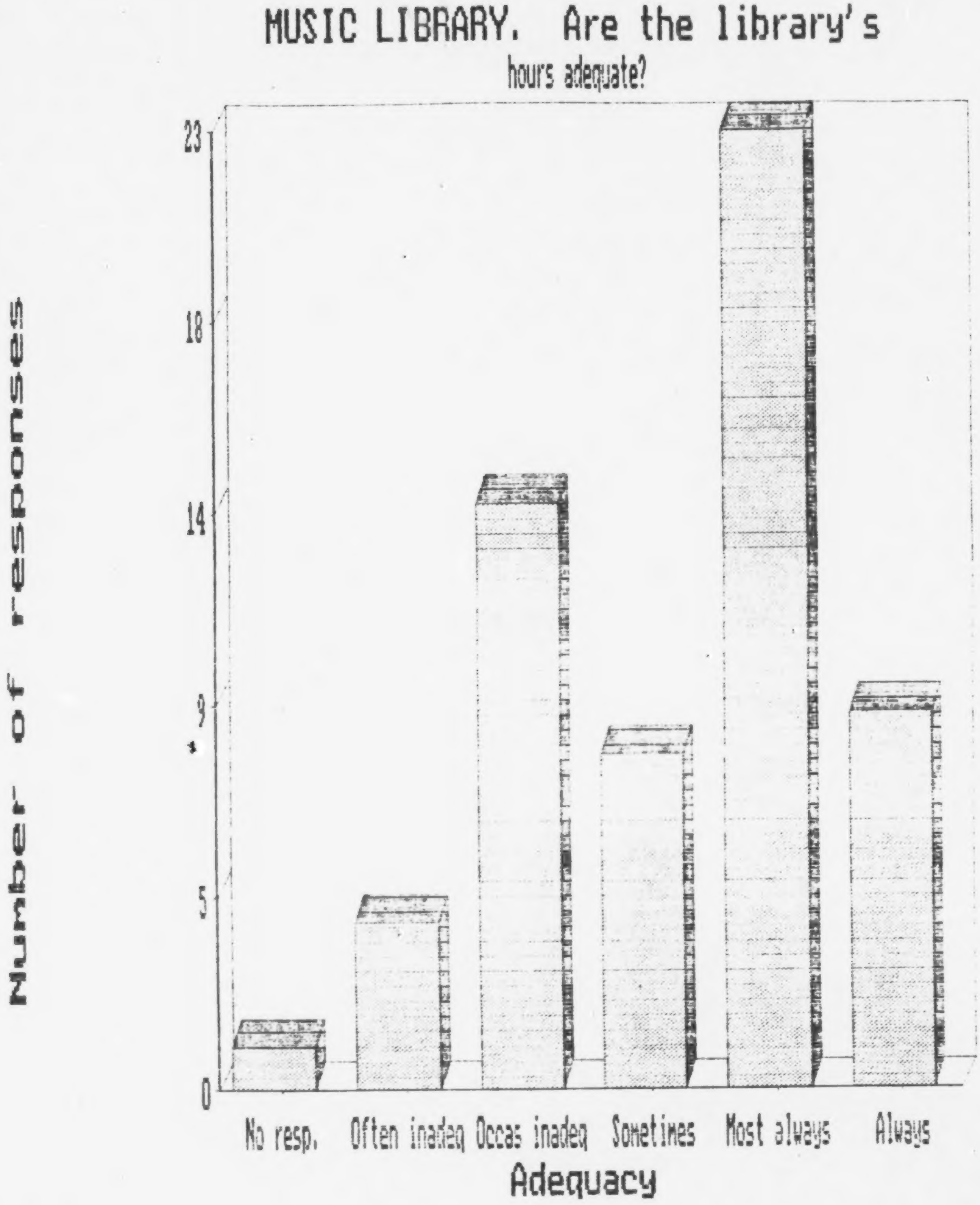
MUSIC Library.

Library Services Used.




MUSIC LIBRARY. How satisfied
do you feel about your trip today?
Number of responses
30
23
15
8
0
Very dissatisfied
Dissatisfied
Satisfied
Very satisfied
No response
Level of satisfaction


MUSIC Library:
Status of Library User.
Number of responses
29
23
17
12
6
0
Underg
Mast
Doct
MedDent
Law
Facul
Staff
Nondeg
Status



MUSIC LIBRARY. Are the library's hours adequate?

DATA FOR THE CAPEN LIBRARIES WAS NOT SEPARABLE DUE TO THE LAYOUT OF THE BUILDING AND THE FACT THAT VERY OFTEN SURVEY RESPONDENTS INDICATED USE OF MORE THAN ONE LIBRARY.

UNDERGRADUATE LIBRARY/SCIENCE AND ENGINEERING LIBRARY/ POETRY AND RARE BOOKS/ARCHIVES
SUMMARY COUNT AND BARCHARTS
1990 USER SURVEY

Total number of useable surveys returned: 1903

1. What was your primary reason for visitng this library today?

Use research tools:	415(22%)
Quiet study:	1189((62%)
Borrow/use library materials:	400(21%)
Use photocopy machine:	319(17%)

2. What research tools did you use to IDENTIFY the materials or information you needed?

Card catalog:	571(30%)
Computer:	412(22%)
Printed index/abstract:	143(8%)
Reference book:	245(13%)
Reference librarian:	219(12%)

3. Did your search identify any materials located at another UB library?

Yes:	451(24%)

4. What types of materials did you USE OR BORROW?

Periodicals/journals/magazines:	538(28%)
Government documents:	64(3%)
Audiovisuals:	48(3%)
Books:	675(35%)
Microforms:	107(6%)
Newspapers:	155((8%)

5. Did you FIND the materials or information you needed at the library today?

All:	487(26%)
Some:	587(31%)
None:	96(5%)
No response:	733(39%)

Total: 1903

6. Indicate those services you used during your visit today and your level of satisfaction with each service used. Indicate all that apply and place a checkmark under the appropriate column.

		SATIS.	DISSAT.
Circulation:	421(22%)	377(90%)	44(10%)
Reserve:	282(15%)	254(90%)	28(10%)
Reference desk assistance:	381(20%)	346(91%)	35(9%)
Computer search:	345(18%)	307(89%)	38(11%)
Interlibrary loan:	147(8%)	120(82%)	27(18%)
Card catalog:	515(27%)	453(88%)	62(12%)
Microform equipment:	216(11%)	181(84%)	35(16%)
Self-service copier:	381(20%)	299(78%)	82(22%)
Photocopy service:	393(21%)	318(81%)	75(19%)
Media/audiovisual services:	155(8%)	127(82%)	28(18%)
Typewriters/word processors:	239(13%)	189(79%)	50(21%)
Seating:	958(50%)	866(90%)	92(10%)

7. Overall, how satisfied do you feel about your trip to this library today?

Very satisfied:	456(24%)
Satisfied:	1195(63%)
Dissatisfied:	103(5%)
Very dissatisfied:	38(2%)
No response:	111(6%)

Total: 1903

8. Please indicate your status:

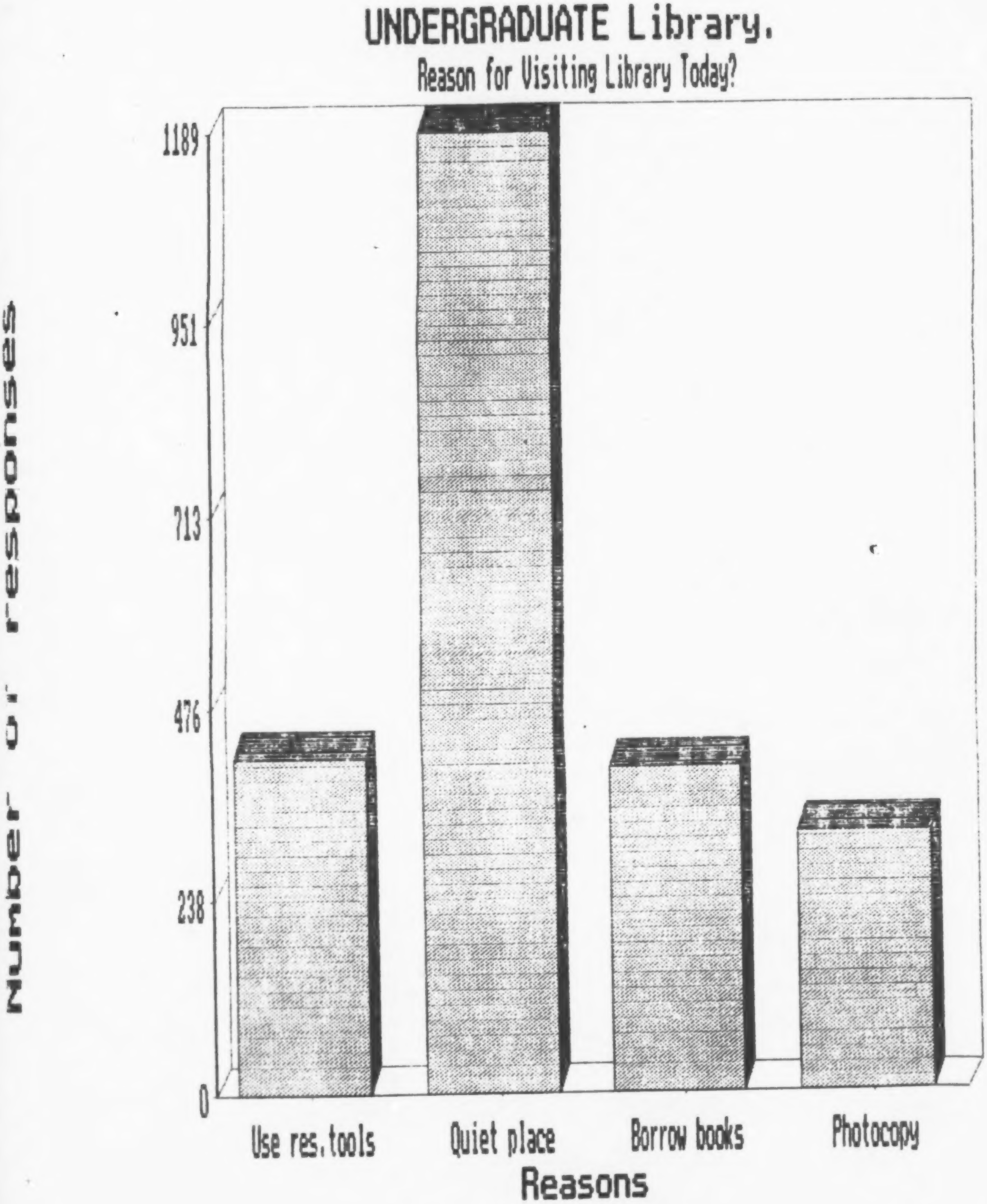
Undergraduate:	1546(81%)
Master's candidate:	122(6%)
Doctoral candidate:	77(4%)
Medical/dental student:	2(1%)
Law student:	9(1%)
Faculty:	24(1%)
Staff:	12(1%)
Non-degree student:	10(1%)
Other/No response:	101(5%)

Total: 1903

9. Are this library's hours adequate for your needs?

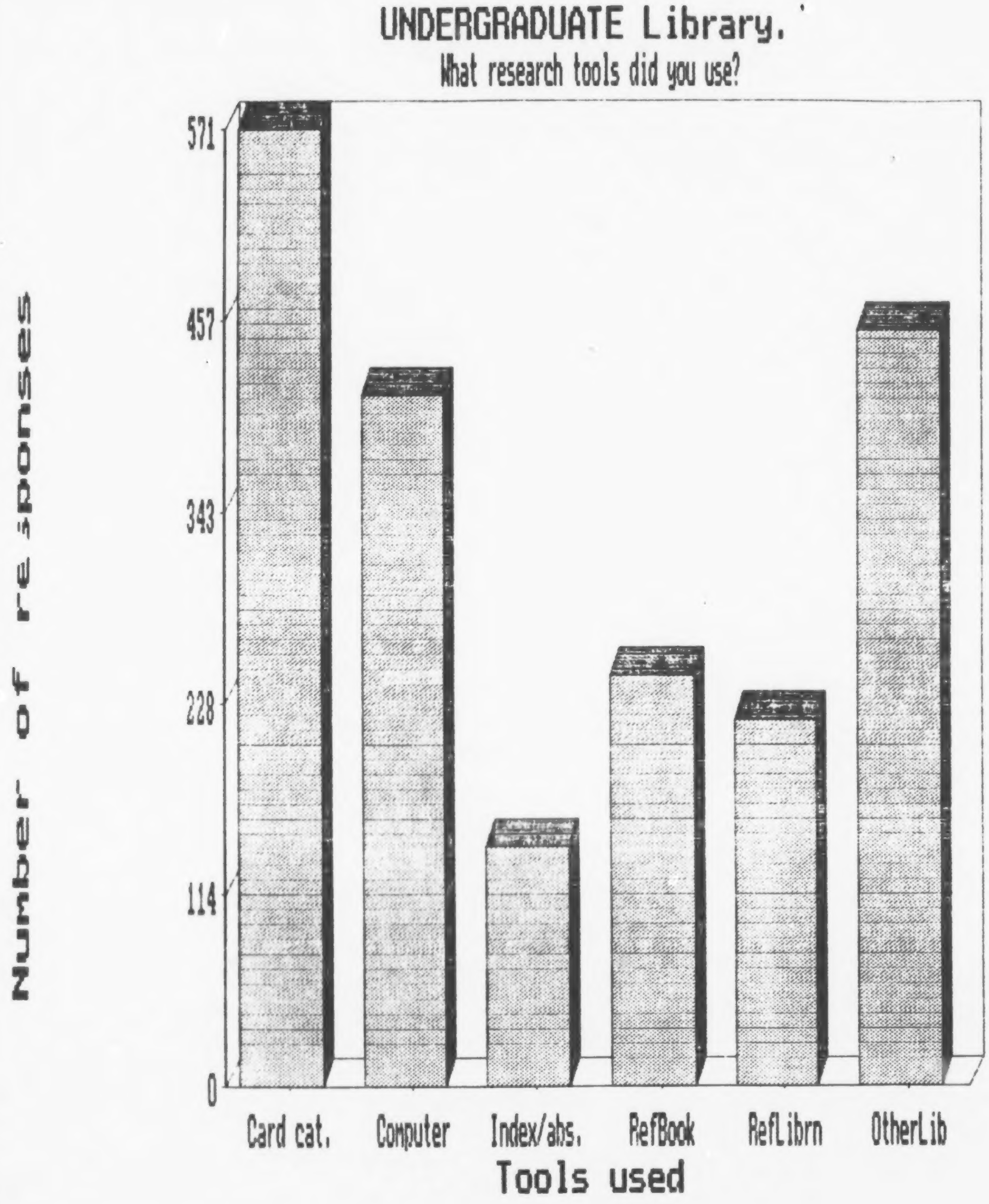
All of the time:	423(22%)
Most of the time:	1097(58%)
Sometimes:	136(7%)
Occasionally inadequate:	118(6%)
Often inadequate:	50(3%)
No response:	79(4%)

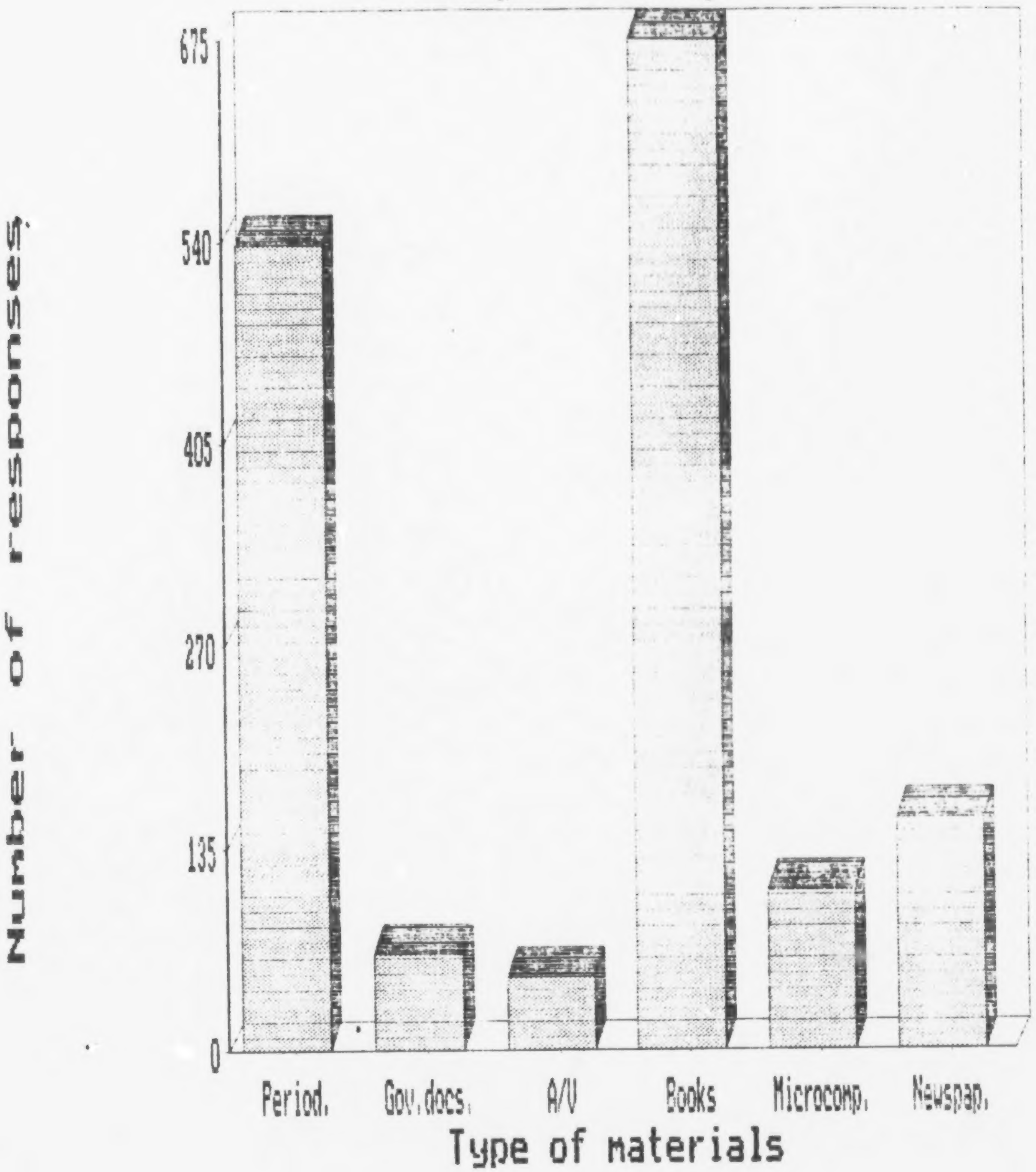
Total: 1903



UNDERGRADUATE Library.

Reason for Visiting Library Today?


UNDERGRADUATE Library.
What research tools did you use?
Number of responses
571
457
343
228
114
0
Card cat.
Computer
Index/abs.
RefBook
RefLibrn
OtherLib
Tools used

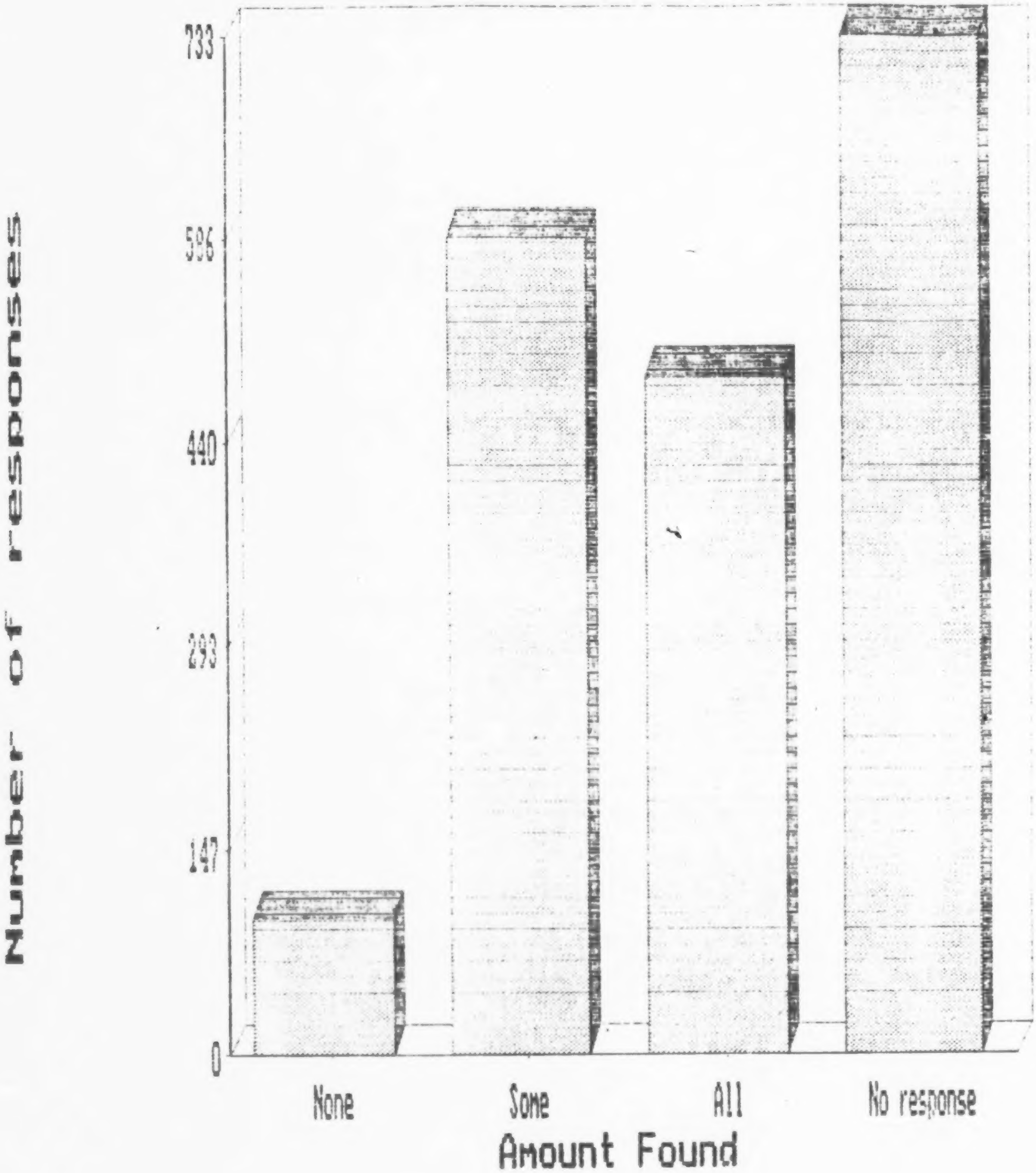


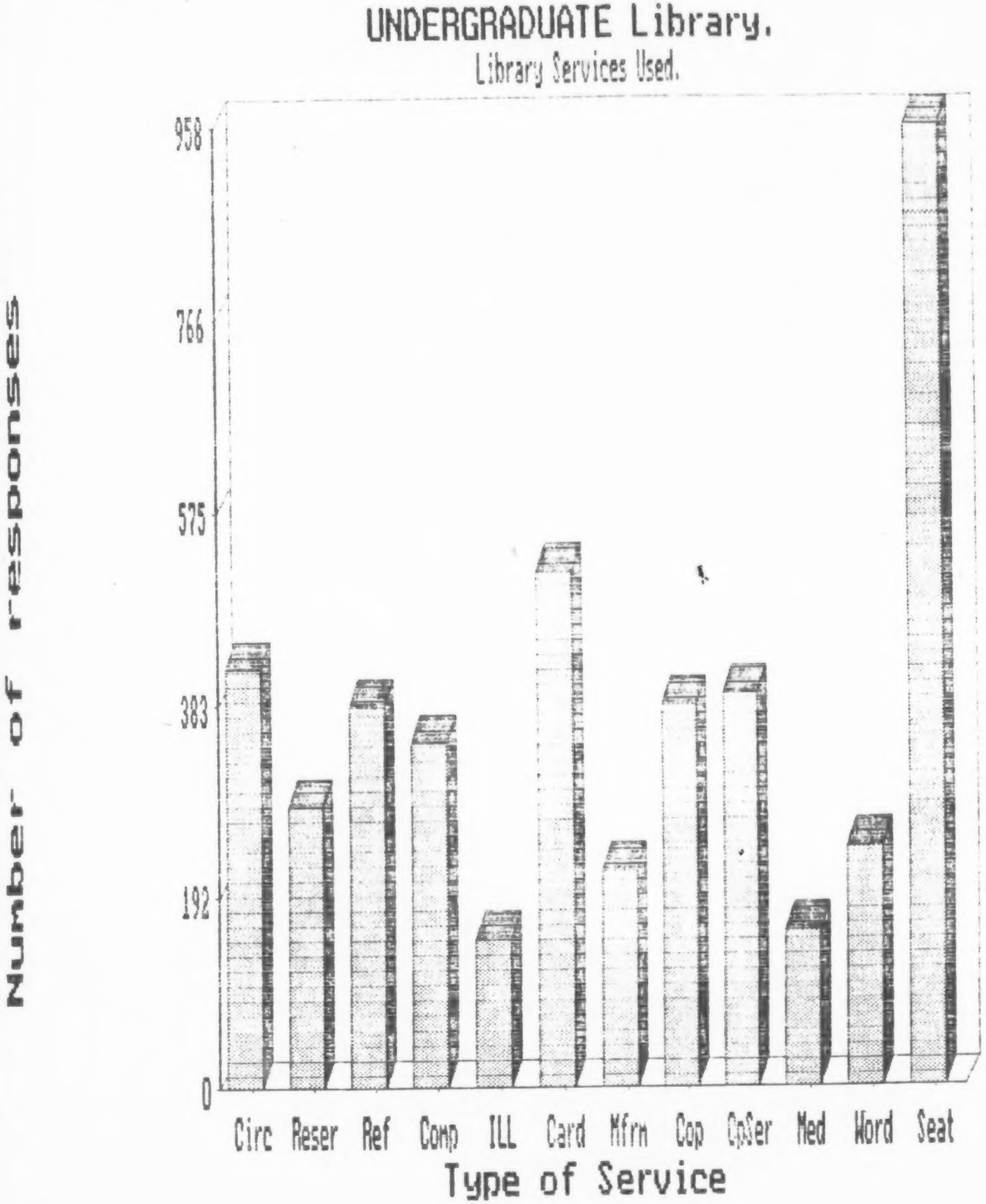
UNDERGRADUATE library.

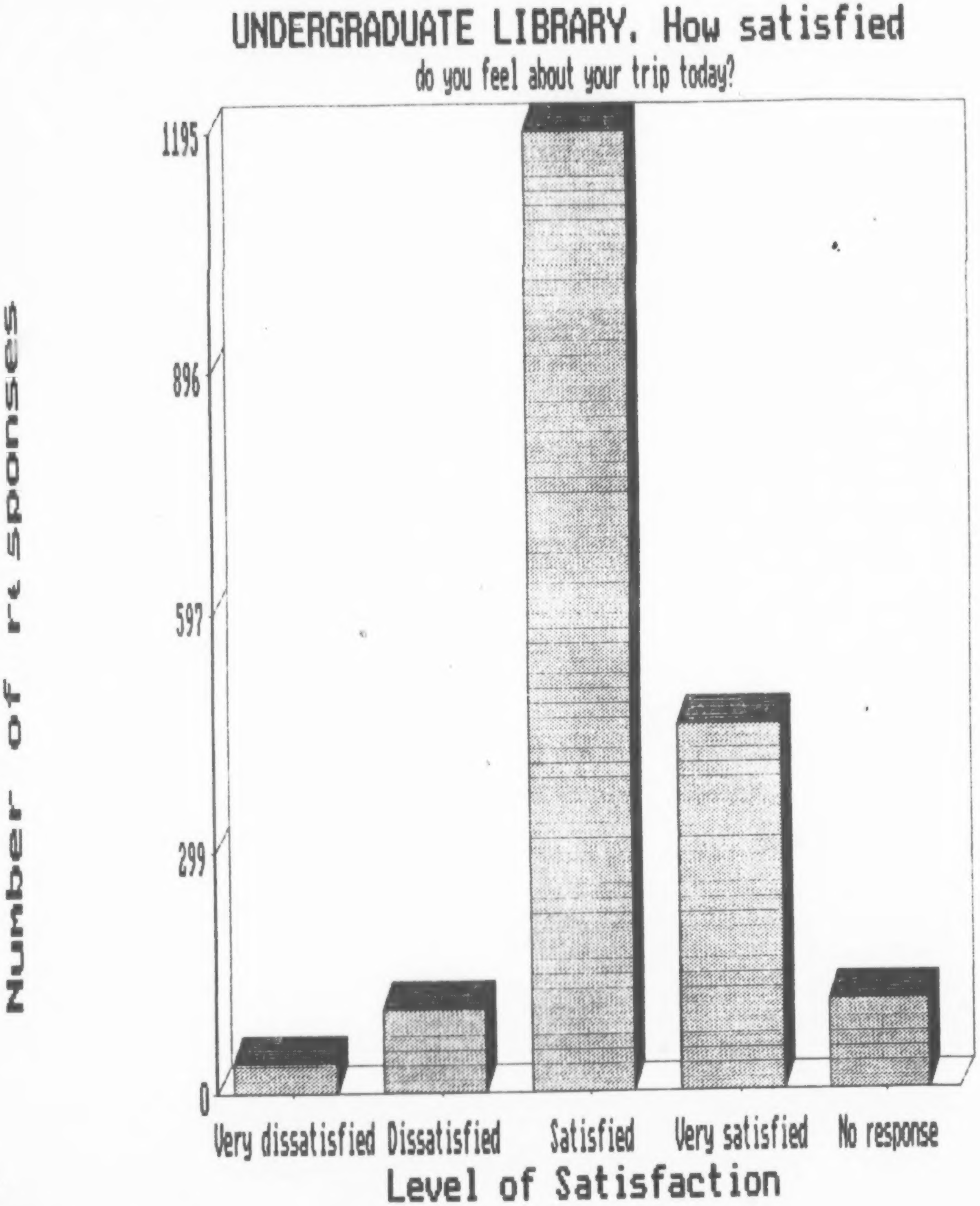
What type of materials did you use?

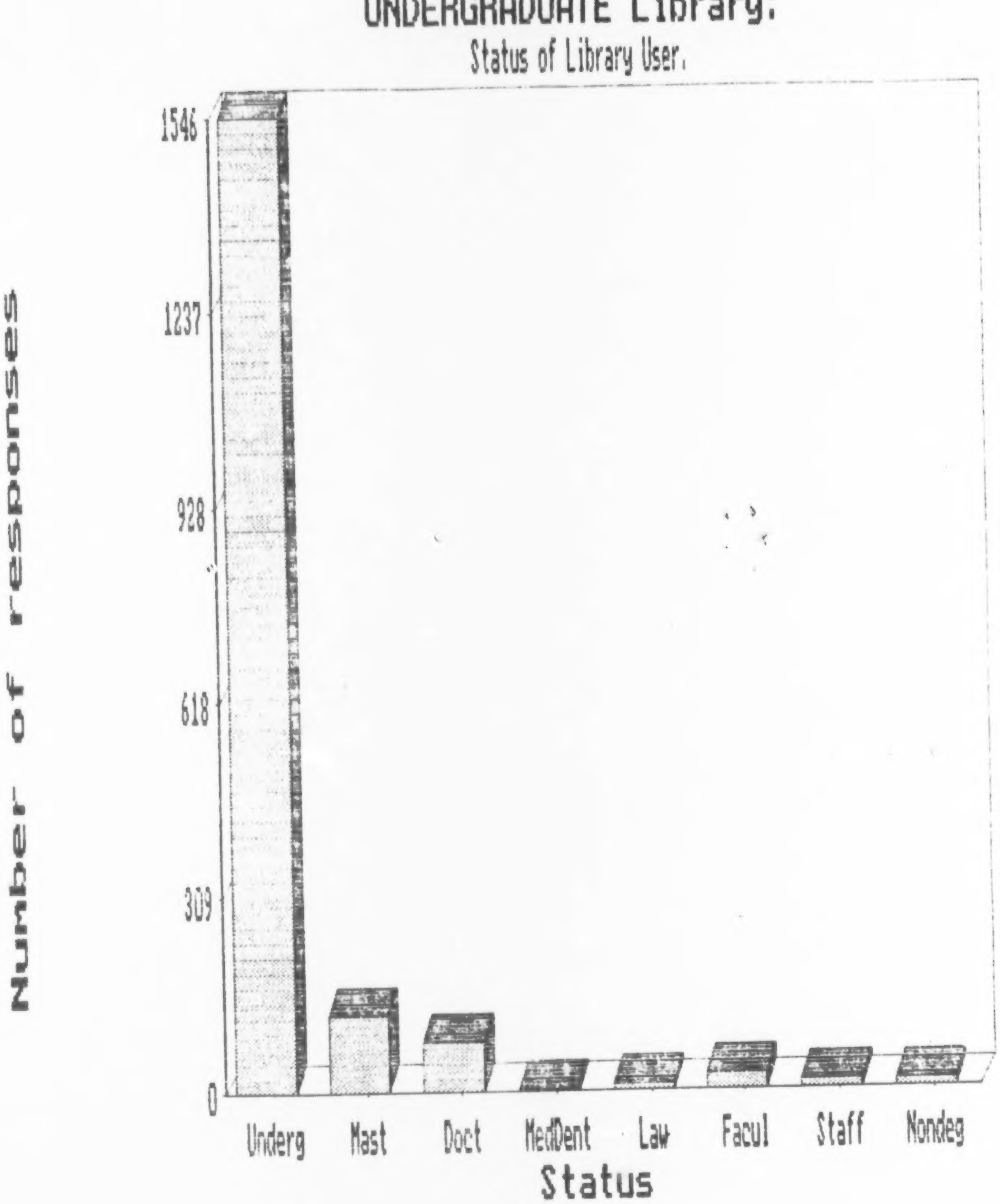
BEST COPY AVAILABLE

UNDERGRADUATE LIBRARY. Did you find the material you need in the library today?

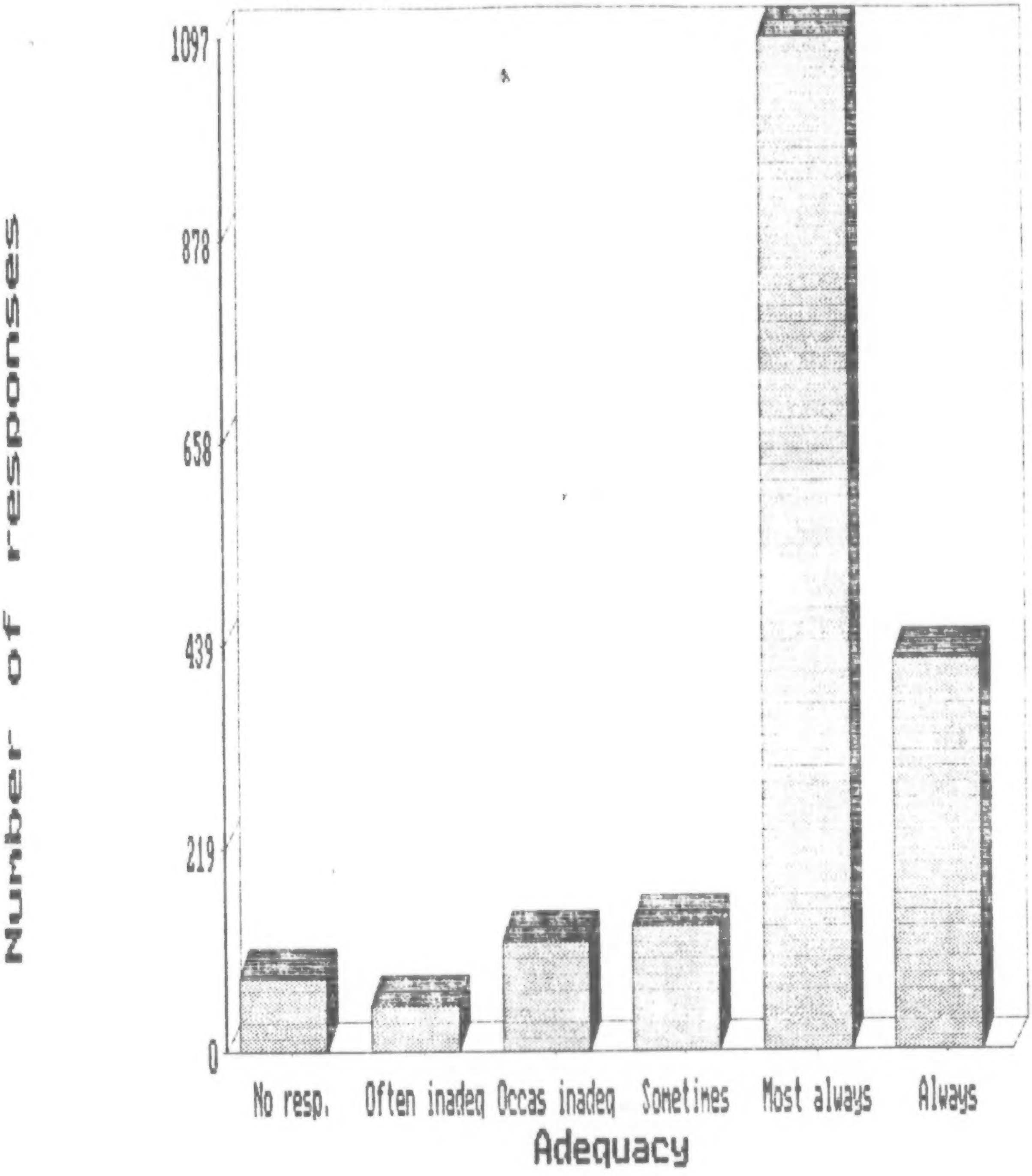



UNDERGRADUATE Library.
Library Services Used.
Number of responses
958
766
575
383
192
0
Circ
Reser
Ref
Comp
ILL
Card
Mfrm
Cop
CpSer
Med
Word
Seat
Type of Service


UNDERGRADUATE LIBRARY. How satisfied
do you feel about your trip today?
Number of responses
1195
896
597
299
0
Very dissatisfied
Dissatisfied
Satisfied
Very satisfied
No response
Level of Satisfaction


UNDERGRADUATE Library:
Status of Library User.
Number of responses
1546
1237
928
618
309
0
Underg
Mast
Doct
MedDent
Law
Facul
Staff
Nondeg
Status

UNDERGRADUATE LIBRARY. Are the library hours adequate?



NUMBER OF SURVEYS RETURNED EACH DAY
1990 USER SURVEY

	APL	CML	HSL	LAW	LML	MUS	CAP
April 17 (morning)	24	74	244	368	565	27	834
April 18 (afternoon)	42	95	288	262	632	23	932
April 19 (evening)	6	66	183	72	130	9	137
Total	72	235	715	702	1327	59	1903
Grand Total	5013						

WRITTEN COMMENTS ON SURVEY FORMS
1990 USER SURVEY

	APL	CML	HSL	LAW	LML	MUS	CAP
Compliments							
.Library quiet/clean	2	46	132	153	190	7	227
.Found info. wanted	1	20	107	22	163	3	188
.Accomplished work	8	24	33	52	186	9	292
.Well orgz'd/convenient	3	3	26	25	65	5	97
.Helpful/friendly staff	4	3	35	25	50	11	62
.Comfortable seats	0	0	21	16	25	1	38
Complaints							
.Info. not in library	5	7	6	6	38	2	21
.Material missing	1	4	16	8	32	0	21
.Poor service	1	3	7	7	22	0	38
.Insuff. hours/weekend holidays & breaks	5	3	44	58	58	10	46
.Insuff. space peak hrs.	0	4	0	13	4	0	15
.Longer hrs. weekdays	0	1	0	19	38	0	43
.Problem: photocopier	11	2	16	16	29	2	20
.Too noisy	1	5	7	37	19	2	76
.Too cold	0	0	2	6	1	0	10
.Poor lighting	1	1	3	18	78	2	0
.Too many non-law stud.	0	0	0	25	0	0	0
.Problem with computer	0	0	0	0	0	0	18
.No comments	34	108	266	215	446	18	705

ADDITIONAL MISCELLANEOUS COMMENTS

APL:
.Typewriter is outdated
.Card catalog needs some improvement
.Needs more resources (journals, periodicals, contemporary books and audiovisual sources)

CML:
.More libraries should have hours like CML
.Could improve the interlibrary loan by doing it on both campuses instead of just one campus
.Needs updated tables and chairs

HSL:
.There should be more seating places on 1st floor
.Increase evening hours for audiovisual and keep the library open till 11pm on weekdays
.Should open earlier and close later
.There should be a stapler

LAW:
.More study carrels needed
.There are lots of broken chairs on 7th floor
.Too many non-law students using study carrels and newspaper being stolen every day
.Too many outdated useless books
.Books should be reshelved faster and books are literally laying on tables for weeks without being picked up especially in the upper floor
.Carrels are not fully utilized. There should be some sort of signs installed to show that they are being occupied.
.Should open longer hours just before the exam week, vacations and holidays
.More longer hours on AV needed

LML:
.Replace some carrels with a seminar room like that on the 4th floor
.Carrels should be checked more frequently to get books that haven't been checked out
.Need more computers for searching journals and documents
.Our university should have at least one 24 hour library
.Cleaning work should be done in this library regularly. The place is dirty and full of grafiti.
.Need a computer replacing card catalog
.This survey should be done as for the average useage over the semester not just for a specific day
.There should be more tables in this library

MUS:
.Should be open earlier hours
.Need better listening stations and hi-fi music listening stations

SEL/UGL:
.Current books should also be for the sole purpose of enjoyment and personal interest other than solely for research
.CD-ROM computer system is suggested to schedule as a sign-up in advance for use because you never know how long it will be used by the users
.Should have more HP laser printers
.Elevators are busy and too slow. Should have other means of getting to SEL
.Should improve the interlibrary loan
.We should have one 24 hour library on campus at the end of every semester

ANALYSIS OF THE USER SURVEY

The tabulations and relevant percentages from the University Libraries 1990 User Survey have already been provided in the above summary count report. The following analysis comments on the overall user reaction to the University Libraries, gives some insight into user reaction in individual library units and patterns of information seeking behavior in the pre-BISON environment. As was stated above, in this analysis, percentages are carried out to tenths although they were rounded off in the summary counts reports.

1) What was your primary reason for visiting the library today?

For the Libraries altogether, the results were:

Use research tools:	26.3%
Quiet study:	58.1%
Borrow/use library materials:	26.3%
Use photocopy machine:	16.9%

It is important to recognize that respondents often checked more than one response to this question, and that the percentages therefore do not total 100%. While 58.1% of our users came to the library for quiet study, 52.6% said they used library materials and research tools. Thus it is evident that while a majority of patrons came to the Libraries for quiet study, they also utilized our resources at nearly the same level.

Capen and Law statistics raise the overall percentage of respondents indicating use of the libraries for quiet study. For the Capen libraries, 62.5% of the repondents used the libraries for quiet study, and 42.8% used research tools and other library materials. In the Law Library, 68.4% of respondents indicated use of the facility for quiet study, while 41.3% used library materials. In other units the percentage of respondents coming for the purpose of quiet study was lower: 16.7% in the Architecture and Planning Library, 54.5% in the Health Sciences Library, 51.5% in Lockwood Library, 39.0% in the Music Library. In these four units, respondents using library materials was as follows: APL 93.0%, HSL 56.7%, LML 67.1%, and Music 71.0%.

2) What research tools did you use to IDENTIFY the materials or information you needed? For the Libraries as a whole:

Card catalog:	30.4%
Computer:	20.0%
Printed index/abstract:	10.0%
Reference book:	13.8%
Reference librarian:	12.8%

Many respondents checked more than one response for this question. At the time of the survey, computer resources were limited to single station CD-ROM databases and librarian-mediated computer search service, except at the Health Sciences Library where mini-MEDLINE searching was available on multiple computer terminals. There was also one satellite mini-MEDLINE terminal available in the Science and Engineering Library. The Task Force has some concern that a small number of respondents may have indicated use of computers if they checked out books through the GEAC automated system. If a follow-up survey should be conducted, we expect that the presence of the BISON system will substantially alter the pattern of responses to this question.

Since many respondents checked more than one of the categories of resources listed in this question, the summary counts once again do not total 100%. However, it is evident that a large number of our users did utilize these services.

It is also striking to contrast the results of this question with the first question in which only 26.3% of the respondents indicated that they used research tools during their visit to the library that day. This inconsistency might be clarified through further investigation and correlation analysis of the survey forms.

In the units, variations from the overall pattern of use of these research tools and services occurs in the Chemistry/ Mathematics Library where users tend to use reference books more heavily (19.6%), in the Health Sciences Library where the presence of mini-MEDLINE increases the percentage of respondents using computers (27.0%), in the Law Library where use of the card catalog is much lower (14.5%), and in Lockwood where use of the card catalog is high (41.0%), probably reflecting both the nature of the graduate library's collection and the presence of the union catalog covering most units.

3) Did your search identify any materials located at another UB library?

In all, 22.1% of the survey respondents indicated that their search did identify materials in another unit. A future survey may demonstrate a dramatic rise in the identification of materials in UB libraries other than the specific unit visited since BISON includes bibliographic and holdings records for all units in one file. At the time of the survey, only Lockwood Library had a union catalog. All units, however, had microform copies of union lists of serials.

The level of identification of materials held elsewehere on campus fluctuated among the libraries. The highest percentage of respondents to identify materials held elsewhere occurred in the Architecture and Planning Library (33.3%, possibly reflecting the interdisciplinary nature of the field and the small size of the unit.) A larger percentage of respondents in Lockwood also identified materials held in other units (27.2%), for reasons already indicated. In the Health Sciences Library, Law, and Music, much lower percentages of respondents identified material in other units (14.8%, 14.1%,and 10.2% respectively). In these cases, the specialized nature of the collections is probably a significant factor.

4) What types of materials did you USE or BORROW?

Periodicals/journals:	32.5%
Government documents:	4.8%
Audiovisuals:	3.4%
Books:	37.4%
Microforms:	4.8%
Newspapers:	6.9%

Once again, respondents often indicated use of more than one of these types of materials. The Task Force is concerned about the indicated level of use of audiovisuals, since respondents occasionally checked this category in libraries where no audiovisual materials are available; respondents may have confused microforms and audiovisuals. Use of journals was especially high in the Health Sciences Library (45.5%), while utilization of government documents was highest in the Law Library (10.1%). We speculate that journal use would also have been quite high in the Science and Engineering Library had we been able to separate this unit's data from that of the Undergraduate Library. The low overall use of government documents may reflect the fact that documents are very minimally accessed through the manual card catalog. If government documents are added to the BISON system in the future, it will be interesting to document any increase in their use. Similarly, it will be interesting to chart use levels of books and journals once the MDAS journal databases on BISON are fully operational.

5) Did you find the materials or information you needed in the library today?

Responses for the Libraries as a whole were:

All:	27.6%
Some:	30.0%
None:	4.9%
No response:	37.5%

The "no response" level to this question is very high, probably indicative of the users who came to the library to study. It is gratifying to find, however, that 57.6% of our users found some or all of the materials they needed, while only 4.9% reported that they were totally unsuccessful in locating needed material or information.

6) Indicate those services you used during your visit today and your level of satisfaction with each service used. Altogether, responses were:

	% Use	%Satisfied	%Dissatisfied
Circulation	24.5	91.6	8.4
Reserve	14.4	90.0	10.0
Reference desk assistance	20.6	92.4	7.6
Computer search	17.7	87.0	13.0
Interlibrary loan	7.4	82.4	17.6
Card catalog	26.1	87.0	13.0
Microform equipment	9.3	82.8	17.2
Self-service copier	20.6	73.5	26.5
Photocopy service	19.9	77.4	22.6
Media/audiovisual service	7.7	83.6	16.4
Typewriters/word processor	8.8	72.4	27.6
Seating	47.2	87.9	12.1

Many respondents indicated use of several services. Level of dissatisfaction is most evident in the responses to typewriters/ wordprocessors and photocopying. Use of photocopy service was indicated by many respondents, although it is available only in the Health Sciences Library. Thus many respondents who checked this category may have actually used self-service copiers. Responses to use of services demonstrate high levels of use of seating, the card catalog, reference desk assistance, photocopiers, and circulation. It is worth noting that in answering question 6, 26.0% of the respondents indicated that they used the card catalog, while in question 2, 30.4% of respondents claimed use of the card catalog. It is also clear that seating is often used in conjunction with use of other services and not just by those using the library for quiet study.

Most respondents who utilized the various services indicate that they were satisfied. The highest levels of satisfaction are recorded for circulation, reserve, reference, computer search, the card catalog, and seating. Dissatisfaction is most evident in regard to equipment (photocopiers, microforms, typewriters and word processors) and interlibrary loan. The level of dissatisfaction with computer services (in Lockwood and Capen, respondents probably used CD-ROMs) while not high is surprising and may indicate that even when a service is initiated which greatly enhances information retrieval, patrons are disgruntled about aspects of service. In this case, problems may stem from time limitations on use, unavailability of databases because of heavy use, machine malfunctions, and lack of patron expertise in using databases. Demands on public service staff who have little time to teach searching techniques, assist with searches, and maintain equipment may also figure in this response.

7) Overall, how satisfied do you feel about your trip to the library today?

The libraries taken as a whole fared quite well in this response:

Very satisfied:	27.7%
Satisfied:	57.4%
Dissatisfied:	6.1%
Very dissatisfied:	1.7%
No response:	7.1%

It is most gratifying that 85.1% of the users were satisfied with the facilities, services, and resources offered by the University Libraries, while only 7.8% of users indicated dissatisfaction with their experience in the Libraries on survey days. Overall satisfaction with the specific library unit is slightly higher for the Health Sciences Library (88.0%) and the Music Library (88.1%). Correspondingly, expressed dissatisfaction is a bit lower for these two units (HSL, 4.3%; MUSIC, 6.7%). Respondents utilizing the Architecture and Planning Library were noticeably less satisfied. At the APL, only 69.4% indicated that they were satisfied or very satisfied, while 22.2% expressed dissatisfaction. Much of the dissatisfaction in the APL was focused on photocopiers, as indicated in the responses to question 6. It may be that photocopiers were malfunctioning on survey days.

8) Please indicate your status:

Undergraduate:	60.7%
Master's candidate:	10.4%
Doctoral candidate:	7.8%
Medical/Dental student:	1.2%
Law student:	8.2%
Faculty:	2.6%
Staff:	.8%
Non-degree student:	.7%
Other/no response:	7.6%

60.7% of the users of the University Libraries were undergraduates. This dominance is maintained even in the "graduate" libraries, Lockwood and Health Sciences. In the Law Library, Law students do predominate; however, undergraduates use this facility also, accounting for 27.9% of the user population on survey days. High use of the Health Sciences Library by undergraduates during the survey period may reflect that the unit serves as the main library on the South Campus. We speculate that the low percentage of use by medical and dental students may result, in part, from their use of the teaching hospital libraries.

In total, 27.6% of our users were graduate students, including students in medicine, dental medicine, and law.

9) Are the library's hours adequate for your needs?

Overall, the libraries hours are seen as adequate:

All of the time:	22.6%
Most of the time:	53.5%
Some of the time:	6.9%
Occasionally inadequate:	7.5%
Often inadequate:	4.3%
No response:	5.1%

76.1% of the users found the hours of the University Libraries to be adequate the majority of the time. 11.8% found the hours occasionally or often inadequate. A higher percentage of respondents at smaller units where hours of operation are considerably shorter tended to find the hours inadequate: Architecture and Planning Library (33.3%), Music Library (30.5%). To a lesser extent, Law Library users also find the hours inadequate (19.2%).

PROBLEMS WITH THE SURVEY METHODOLOGY AND SURVEY RESULTS

The survey results reveal several problem areas created either by the survey itself or other factors as indicated below.

.The physical location of the Capen libraries, with a common entrance and exit, made it impossible to survey use of the individual Capen units. Thus the survey results do not indicate unit specific level of use of the Undergraduate Library, the Science and Engineering Library, Poetry and Rare Books, and University Archives.

.Despite the Task Force's efforts to avoid utilizing library jargon on the survey form, respondents demonstrated confusion with library terminology used in the survey, such as: computer search (end-user or librarian-mediated), copy service/self-service copiers, audiovisuals/microforms. It is also questionnable whether many users understand the distinction between books and bound journals. Perhaps some of these distinctions could have been made more clear had not the Task Force tried so hard to limit the survey length to two sides of one sheet of paper. Because of our effort to achieve brevity, there was little explanation or definition on the survey form.

.For whatever reason, some of the data is contradictory. For instance, in question one, 2914 respondents indicated that they primarily used the library for quiet study. Yet in question five, 3134 respondents indicated that they found all, some, or none of the information needed in the library that day (thus indicating higher use of tools/materials than is shown in the responses to question one). A second example regards question two in which 1526 respondents indicated use of the card catalog, while in question six only 1307 repondents replied that they had used the card catalog.

.The data concerning the time needed to identify and find needed information was input into the spreadsheet, but was not tabulated. Annette Williams, the SILS student in charge of compiling the data, indicated that deriving the results would be very time consuming and difficult. The Task Force therefore elected not to press her to complete this computation.

SUGGESTIONS FOR FURTHER ANALYSIS

The Task Force presents the following suggestions as areas for further analysis should a University Libraries staff member with sufficient time and capability of utilizing As-Easy-As and SPSS desire to pursue a research project.

.Correlation between the various constituencies (undergraduates, graduate/professional students, faculty) and level of satisfaction.

.Use of specific services and materials/resources by various constituencies.

.Use of and satisfaction level with interlibrary loan by various constituencies.

.Time needed to identify and find needed materials and information. Correlate these figures with various constituencies.

.Percentage of users who come to the library ONLY for quiet study.

.Services, resources, and library unit correlated with satisfaction and dissatisfaction.

.Satisfaction or dissatisfaction with hours correlated with various constituencies and library units.

The survey forms will be sent to the respective unit heads for review of user responses for individual units. The data disks and final report will be deposited in the University Libraries. However, it is most likely that the Archives will keep the data disks for a limited time period (perhaps five years). The survey forms could also be retained for a period of time to accomodate the needs of potential research projects.

COSTS OF THE SURVEY

Costs of the survey include both measurable and non-measurable costs. Measurable costs were approximately $275.00 for paper and printing of announcements, letters, and the survey forms. Bookstore awards ran $100. The student assistant hired to assist the library school student with input ran just over $400.

Costs in personnel time are not easily measurable. The Task Force members spent a great deal of time in meetings and in working on Task Force assignments. Survey review and distribution time by numerous staff members at all levels has not been calculated. Consultation time with Dr. McGrath, Barbara von Wahlde, and MAG has not been figured. The amount of time and expense Annette Williams and Dr. McGrath as her advisor put into the project also have not been calculated.

RECOMMENDATIONS FOR FUTURE EVALUATIONS OF USER SATISFACTION

The Task Force recommends that a follow-up measurement of user satisfaction and information seeking behaviors be conducted at a time when all modules of the BISON system are operational (including dial-in access, circulation, reserve, and MDAS) and our patrons are at least moderately familiar with the system. However, we also want to point out that we encountered numerous problems in conducting the survey and compiling the data. Based on our experience, we have several recommendations to make to the Associate Vice President for University Libraries.

1) At least one professional staff member should be detailed to the project and relieved of regular duties. This staff member should possess or be given sufficient free time to develop relevant research skills. The Service Excellence Task Force received excellent suggestions and guidance from Dr. William McGrath, but we had insufficient time in our regular work days to make the most of the advice he offered us. Also, none of us possesses any special familiarity with spreadsheets, SPSS, statistics, or survey research.

2) Future projects must have considerably more lead time than that available to the Service Excellence Task Force in order to develop a measurement instrument which solicits the desired information and is scientifically valid. Gemma DeVinney's suggestion (from the Task Force's first meeting in December 1989) that one of the charges of the Task Force should be to develop a "research agenda" for the University Libraries is an idea we looked on very favorably. Many non-tenured librarians need publishable research projects, and the University Libraries must periodically assess and evaluate its services, functions, and facilities.

3) We would not recommend involving library school students in research projects to the same extent done with the analysis of the user survey. Although Annette Williams worked very hard and provided us with an excellent report, her available time was far too limited to allow us to accomplish our work in a timely fashion. Instead, we recommend that sufficient staff and funds be allocated for the compilation and analysis of the data resulting from the survey.

4) There should be a commitment to the timely communication and publication of the results of the measurement, and to their utilization in the conceptualization and development of future programs and policies.

5) The University Libraries staff development program should include an ongoing series of programs on research techniques, understanding and using statistics, and working with databases, spreadsheets, and SPSS.

6) While the Task Force was very proud to have had a return rate of over 50% of its survey forms, we really had far too much data to deal with in a short period of time. Furthermore, when compiling and analyzing the data, we ran into numerous instances of confusion or lack of understanding of library terminology on the part of respondents. We now believe that a more reliable survey method would have been to conduct interviews of a much smaller number of randomly selected users. This research method would, however, have required a considerable amount of release time on the part of at least a couple of professional library staff members to serve as interviewers and then compile responses. It would also have required funds for "incentives" to entice randomly selected interviewees to participate in a more time-consuming survey.

The Task Force strongly recommends a follow-up survey because it will provide needed information regarding the changed patterns of information seeking behavior and use of services resulting from the implementation of BISON, the University Libraries' integrated, automated information system. We need to be aware of the extent and nature of such changes in order to maintain responsiveness to the needs of our constituencies, and to design programs, structure work patterns, and offer services which maximize our resources.

Furthermore, the Task Force would like to point out that BISON itself can and should be programmed to capture many relevant statistics. At our first meeting in December 1989, we also suggested that an online "suggestion box" should be developed on BISON to allow patrons to comment on library services and collections and to request purchase of specific materials. We believe that BISON should be used, to the greatest extent possible, as an ongoing evaluation and feedback mechanism for the University Libraries.

SERVICE EXCELLENCE PHILOSOPHY AND POLICIES STATEMENTS

INTRODUCTION

After completing the user survey, the Task Force members turned their attention to the second charge, "to draft a service policy and philosophy and recommend ways these should be promulgated." The Task Force members agreed that two separate, coexisting documents would be the most effective means to present our shared organizational values, or philosophy, and the action methods, or policies, to achieve them.

In order to involve all staff members in the process of the development of these two documents, the Task Force requested ideas and thoughts from staff in all of the units represented on the Task Force. A form was developed with three questions:

.What does Service Excellence mean to you?
.Why do you feel Service Excellence is important?
.With the exception of increased staffing, what one thing could the University Libraries do to enhance YOUR ability to provide excellent service?

The response from staff was both encouraging and thought provoking. It served as the basis for the development of the documents. Some of the responses were highlighted in an article prepared by the Task Force for Library News.

With the ideas of staff members in hand, Task Force members recognized major areas of mission, service, management, communication, training, interaction, supervision, and so forth which should be addressed. We then individually prepared statements of values and specific policies to actualize and promote our institutional values. These were shared among the Task Force members, discussed, modified, merged, and finally formulated into draft documents. The documents were sent to the Associate Vice President in early August. Ms. von Wahlde asked MAG members to disseminate the documents throughout the units, and requested feedback for the Task Force. The resulting comments led to some modifications, and then the documents were resubmitted to MAG. MAG approved both documents on November 27, 1990. The text, in final form, follows below.

The Task Force believes the final documents present an effective and concise statement of our shared values and the means by which we try to achieve and maintain them. It is far more than a series of platitudes because the documents are conceived as "a two way street" addressing the responsibilities and commitment of both management and staff. Each statement in both the "Philosophy of Service" and "Service Policies" relates to a SPECIFIC programmatic area or organizational mission. The Task Force believes the staff of the University Libraries will accept these documents as meaningful and will find in them both guidance and encouragement. The documents give to the University Libraries a substantive, visible communication of its mission and practices, as well as a blueprint to continued excellence in service to its various constituencies. Because of their specificity and conciseness, the Task Force believes that the documents will also provide guidance to many other academic libraries, and perhaps also to public libraries.

PHILOSOPHY OF SERVICE
UNIVERSITY LIBRARIES
STATE UNIVERSITY OF NEW YORK AT BUFFALO

The University Libraries at the State University of New York at Buffalo subscribe to the following fundamental service values:

.Understanding of the Libraries' role within the University's mission.

.Commitment to high quality programs and operations.

.Openness to the concept of change.

.Responsiveness to the needs and priorities of our users.

.Commitment to providing library patrons equitable access to the Libraries' resources and systems.

.Obligation to work as a team.

.Necessity for every library administrator and supervisor to set the example for both service commitment and excellence.

.Accountability of every staff member for efficient and effective work in pursuit of excellent service.

.Availability of training and development opportunities for all staff.

.Recognition that the contributions of every staff member are vital and valuable to the Libraries' service mission.

SERVICE POLICIES
UNIVERSITY LIBRARIES
STATE UNIVERSITY OF NEW YORK AT BUFFALO

The University Libraries of the State University of New York at Buffalo endorse the following service-related policies:

.Respond to user needs and priorities in a professional, timely, courteous, and helpful manner.

.Offer programs and services that are responsive to culturally diverse users and foster an appreciation of diversity among library staff.

.Promote information literacy and empowerment for all members of the University community.

.Monitor service delivery and work performance on a regular basis to maintain responsiveness to users and effective operations.

.Develop and utilize technologies that increase information access within the context of responsible budgetary management.

.Maintain active and influential roles in the networks and cooperative endeavors in which the Libraries participate.

.Promote access to remote library collections and information as a supplement to local resources.

.Publicize and market the Libraries' services and resources both within and outside the University.

.Identify potential sources of monetary and moral support which will allow the Libraries to experiment with and offer new services.

.Recruit, train, evaluate, and promote staff with service as a primary consideration.

.Maintain open lines of communication and consultation regarding library policies and programs among library management, staff, faculty, and users.

.Consider that the individual behaviors and actions of staff members have an impact on the image of the Libraries and their services.

.Exercise initiative and make decisions at the most immediate level.

.Encourage understanding and sensitivity for each other's roles and responsibilities.

.Recognize, engage, and celebrate the skills, knowledge, potential, and accomplishments of all staff.

.Provide opportunities for staff development through a responsive training program, continuing education, and professional involvement.

.Maintain a safe, healthy, comfortable work and study environment which fosters productivity, staff morale, and institutional pride.

PROMULGATING THE SERVICE EXCELLENCE PHILOSOPHY AND POLICIES STATEMENTS AND SPIRIT TO STAFF OF THE UNIVERSITY LIBRARIES AND TO THE ACADEMIC COMMUNITY

The Service Excellence Task Force recommends a number of ways in which the Service Excellence Philosophy and Policies Statements and spirit should be promulgated to the staff of the University Libraries. Since not only our documents, but also the concept of service excellence itself, are the very heart of librarianship, we recommend that promulgation of the documents not be limited to the staff of the University Libraries.

1) A polished brochure should be prepared by the University Libraries Publications Committee to include the Service Excellence Philosophy and Policies Statements. It should also include a brief introduction written by the Associate Vice President for University Libraries.

The brochure should be distributed to all current staff members and student assistants in the University Libraries. A copy of the brochure should become a standard part of the orientation packet given to every new University Libraries staff member and student assistant.

We further recommend that the brochure be distributed outside of the University Libraries to University at Buffalo administrators and teaching faculty, as well as all libraries in The State University of New York, The Association of Research Libraries, The Research Libraries Group, and the Western New York Library Resources Council.

2) Statements bearing the Service Excellence Philosophy and Policies Statements should be prepared by the University Libraries Publications Committee to be prominently posted in each library unit.

3) The Service Excellence Philosophy and Policies Statements should be published in Library News as soon as possible after the they have been accepted by the Associate Vice President for University Libraries and MAG.

4) The Task Force should submit the Service Excellence Philosophy and Policies Statements to several national library publications including C&RL News, LJ, and American Libraries.

OTHER CONSCIOUSNESS RAISING TECHNIQUES THE TASK FORCE RECOMMENDS ARE:

1) Incorporation by the University Libraries Staff Development Officer of the spirit and specifics of the Philosophy and Policies Statements into ongoing staff development programs. Whenever possible, the Staff Development Officer should also promote the spirit and content of the Statements to local and regional continuing education program committees such as the Western New York Library Resources Council, the Western New York and Ontario Chapter of the Association of College and Research Libraries, and the State University of New York Librarians' Association.

2) Continuation by the Associate Vice President for University Libraries and library unit heads of service excellence breakfasts or some other intimate forum (lunches, coffee breaks) where staff members can discuss service issues, morale problems, and new ideas. The Task Force members sincerely believe that two-way communication is a key element in the concept of Service Excellence and should become a natural part of each manager's style.

3) Establishment of peer group meetings where staff members from different library units working on like tasks can meet to discuss common concerns, problems, and opportunities. The Task Force expects that an ongoing program of peer group meetings (perhaps scheduled periodically over lunch by the Staff Development Officer, in a manner comparable to the already successful, service-excellence oriented Noon News series) would raise morale, encourage an exchange of ideas, and give people from different units a chance to interact with their peers in a professionally relevant, small group environment.

4) The Task Force has already initiated a Service Excellence column in Library News. Judith Adams is currently serving as column editor. The Task Force encourages all staff members to contribute ideas and/or reports to the column editor. We also recommend that editorship of the column be rotated (perhaps annually) in order to give interested staff members an opportunity to contribute to the ongoing promulgation of Service Excellence.

STAFF RECOGNITION AND INCENTIVE PROGRAMS

Other than dealing with the service excellence survey, recommending staff incentive and recognition programs was the most difficult charge the Service Excellence Task Force members faced. Since the University Libraries are not part of a commercial organization, our opportunities for tangible incentives and recognition or reward are limited. We cannot offer cash bonuses, trips, or even promotions to deserving staff members. What we believe we can do is to make a difference in their work lives.

After giving both incentive and recognition/reward a great deal of thought, we offer the following ideas. We ask that those reading this document keep in mind that we have defined "incentives" as means which incite a person to action, and "recognition/ rewards" as those things offered or given to someone for a service or attainment. We believe that both incentives and recognition/ rewards should continually be evaluated in light of prevailing times and conditions within the University. Neither should become static. Many of the incentives and rewards we suggest are nothing more than good management practices.

INCENTIVES

.Supervisors should catch employees doing something good and spontaneously give immediate, positive feedback/reinforcement.

.Staff should be encouraged to attend training or skill development programs.

.Staff should be invited to breakfasts/coffee breaks/etc. with supervisor/unit head/Associate Vice President for University Libraries in order to promote two-way communication at all levels.

.Individuals should be recognized for their ideas.

.Peer group meetings, similar to Noon News, should be offered and promoted.

.All employees are entitled to a clean, well-lit, safe environment in which to work.

.Supervisors should bear in mind when doing evaluations that positive feedback is as necessary as, and perhaps more productive than, criticism.

.Management at all levels should demonstrate awareness and understanding as well as appreciation for the work accomplished by staff members.

RECOGNITION/REWARDS

.Available discretionary money should be used to create a reward environment.

.Individuals should be given public recognition for their ideas.

.Rewards or special acknowledgements should be given to group efforts, as well as to individual initiatives. Rewards might include a funded lunch, special office supplies or equipment, or tickets to special events at the University.

.Staff should be invited to breakfasts/coffee breaks/etc. with supervisor/unit head/Associate Vice President for University Libraries in order to promote two-way communication at all levels.

.Special efforts and outstanding services should be highlighted in Library News.

.Each library unit, and the office of the Associate Vice President for University Libraries, should have a display area for letters complimenting good service.

.Employees being acknowledged for years of service could be given a small gift which is personal and individually appropriate along with the service pin.

CONCLUSION

The Service Excellence Task Force has fulfilled its responsibilities as charged by the Associate Vice President for University Libraries. Considerable time, energy, and resources have been spent measuring user satisfaction, creating a philosophy of service and service policies statements, and in offering ideas for incentives and rewards. Care has been taken throughout the process to involve staff members across the units, as the Task Force views staff input as essential to the implementation of a service excellence agenda.

Service excellence is an attitude. More specifically, it is a user-focused attitude, one committed to meeting the needs of the University community. Quality of service becomes as much a measure of success as quantity.

The Libraries, like the rest of the University, are facing reduced and restrictive budgets. Because of the New York State budget crisis and the national recession, the Libraries will have to reexamine, reevaluate, reapportion, and, in some cases, even eliminate services. In spite of budget constraints, our challenge will be to maintain a commitment to the delivery of the highest quality service. Our priority must be to develop and strengthen our choices, whatever these become, within the context of service excellence. The University's students and faculty deserve nothing less. To accomplish this objective in a time of budget and staff cutbacks and inevitable dips in morale, administation will have to be extremely supportive and open to two-way communication. The Libraries will have to build more coalitions and networks, all within an environment which communicates to our users, and to ourselves, that we care about information and research needs. Current economic conditions make a service excellence attitude more important than ever, as staff strive to do as much, and more, with less.

The Service Excellence Task Force has laid some important, initial groundwork in completing its charge. Now that the University Libraries have adopted a service excellence philosophy and policies, mechanisms must be created to promote meaningful implementation.

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UNIVERSITY AT BUFFALO LIBRARIES

USER SURVEY 1990

WE NEED YOUR HELP in determining your satisfaction with and use of the University Libraries. Please take a few minutes to respond to the attached survey as you use the Library **TODAY**. **BISON**, the University Libraries' new automated information system will be **LIVE** in the fall, and your responses to this survey will assist us in planning to effectively meet your information needs. You can be assured of the complete confidentiality of your response.

As an incentive for completing the survey, we will hold a drawing for **TWO $50 UNIVERSITY BOOKSTORE GIFT CERTIFICATES**. Names will be drawn on April 24, 1990, and the two winners will be notified by phone or mail. To be eligible for the awards, you must **DETACH** this top sheet from the survey form and deposit it in the box marked **"AWARDS"** located near the library exit.

Deposit your Survey Form in the box marked "SURVEY" near the library exit.

Deposit your Awards Form in the box marked "AWARDS" near the library exit.

Thank you for your cooperation and time.

Barbara von Wahlde

Barbara von Wahlde
Associate Vice President
for University Libraries

USER SURVEY AWARDS DRAWING
$50 UNIVERSITY BOOKSTORE GIFT CERTIFICATES

NAME____. PHONE____________________.

Local Address____.

UNIVERSITY LIBRARIES
STATE UNIVERSITY OF NEW YORK AT BUFFALO
USER SURVEY, 1990

DATE:_______________ TIME ARRIVED:__________ TIME LEAVING:__________

Library you used (In Capen, check all that apply):

___Architecture/Planning
___Archives
___Chemistry/Mathematics
___Health Sciences
___Law
___Lockwood
___Music
___Poetry and Rare Books
___Science and Engineering
___Undergraduate

PLEASE ANSWER QUESTIONS 1-7 ON THE BASIS OF THIS VISIT TO THE LIBRARY.

1) What was your primary reason for visiting this library today?

___Use research tools
___Quiet study
___Other:_______________
___Borrow or use library materials
___Use photocopy machine

2) What research tools did you use to IDENTIFY the materials or information you needed?

___Card catalog
___Computer
___Printed index/abstract
___Reference book (encyclopedia, etc.)
___Reference librarian
___Other:_________________________

Approximately how much time did it take to IDENTIFY the materials or information you needed?

__________Hours __________Minutes

3) Did your search identify any materials located at another UB library?

___Yes ___No

4) What types of materials did you USE OR BORROW?

___Periodicals/journals/magazines
___Government documents
___Audiovisuals
___Other:________________________
___Books
___Microforms
___Newspapers

OVER -->

5) Did you FIND the materials or information you needed in the library today? ___All ___Some ___None

How long did this take you? __________Hours __________Minutes

6) Indicate those services you used during your visit today and your level of satisfaction with each service used. Indicate all that apply and place a checkmark under the appropriate column.

SERVICE	SATISFIED	DISSATISFIED
___Circulation	__________	__________
___Reserve	__________	__________
___Reference desk assistance	__________	__________
___Computer search	__________	__________
___Interlibrary loan	__________	__________
___Card catalog	__________	__________
___Microform equipment	__________	__________
___Self-service copier	__________	__________
___Photocopy service	__________	__________
___Media/audiovisual services	__________	__________
___Typewriters/word processors	__________	__________
___Seating	__________	__________
___Other:____________________	__________	__________

7) Overall, how satisfied do you feel about your trip to this library today?

___ Very Satisfied ___Satisfied ___Dissatisfied ___ Very Dissatisfied

Why?____

____

THE FOLLOWING QUESTIONS ARE NOT SPECIFIC TO THIS VISIT:

8) Please indicate your status:

___Undergraduate
___Master's candidate
___Doctoral candidate
___Medical student
___Law student
___Faculty
___Staff
___Non-degree student
___Other:____________________

9) Are this library's hours adequate for your needs?
___All of the time ___ Most of the time ___Some of the time
___Occasionally inadequate ___ Often inadequate